

Business Support

Overview and Scrutiny Committee 21 October 2021 Overall Council Performance and Risk Register Review: QUARTER 1 2021/22

(excluding performance under remit of Business Support
Overview and Scrutiny Committee)

Council Priority: PEOPLE

Supporting Medway's people to realise their potential

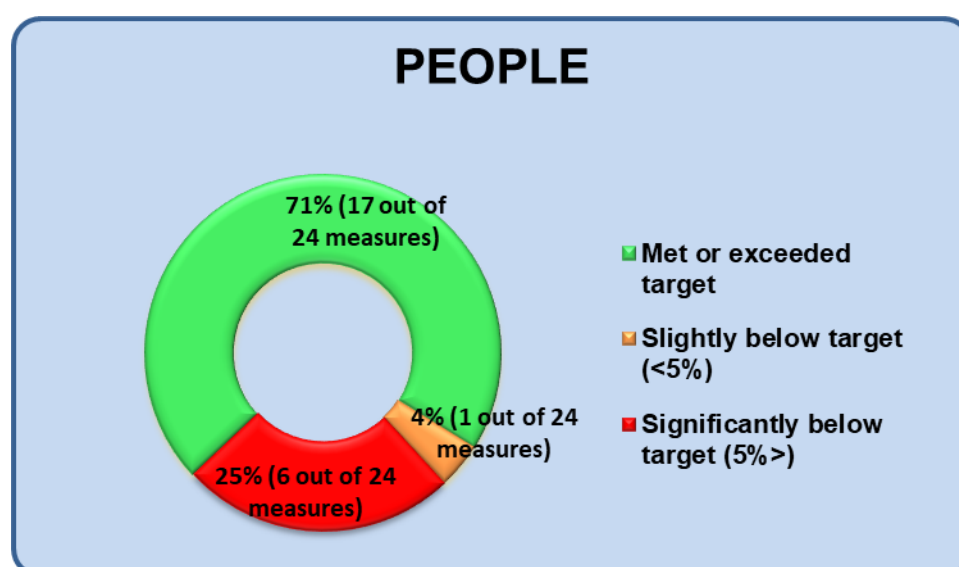
Performance: Quarter 1 2021/22

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
IMP	Improved	DET	Worsened	STATIC	Static

Council Plan measures: summary performance

There are 34 Council Plan measures for this priority. We are reporting on 24 as data for 10 measures is not available this quarter.



Improved performance

- 39% (9 out of 23*) improved over the short term (since last quarter)
- 63% (15 out of 24*) improved long term (average of previous 4 quarters)

* where data available

Measures in target (green)

Code	Status	Measure	Short Trend	Long Trend
PH17	Green	Breastfeeding initiation	IMP	IMP
CSC0004	Green	Number of LAC per 10,000 children	DET	IMP
CSC0006	Green	Number of CP per 10,000 children	IMP	IMP
ILAC1	Green	Average Caseloads in Assessment teams	DET	DET
ILAC2	Green	Average Caseloads in Post Assessment teams	DET	IMP
ILAC5	Green	% of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.	IMP	IMP
ILAC6	Green	Rate of open CIN cases per 10,000	DET	IMP
N23	Green	The percentage of children social work substantive posts not filled by permanent social workers	IMP	IMP
PH16	Green	Smoking at time of delivery (SATOD) (Q4 2020/21)	IMP	IMP
ASCGBT001	Green	% of Long-term packages that are placements	DET	DET
ASCOF 1G (n)	Green	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family (Q4 2020/21)	IMP	IMP
ASCOF 2A(2)	Green	Permanent admissions to care homes, per 100,000 pop – 65+	IMP	IMP
CA13	Green	The percentage of children permanently excluded from school (upheld only)	STATIC	DET
CASEIKS4 Ofsted	Green	Partnership measure: Percentage of Secondary Schools judged good or better	STATIC	STATIC
CASEISPEC Ofsted	Green	The percentage of special schools in Medway judged to be good or better	STATIC	STATIC
OfstedPrim Mnt	Green	The percentage of Maintained primary schools in Medway judged to be good or better	STATIC	IMP

Code	Status	Measure	Short Trend	Long Trend
SE2 OEPr	Green	Partnership measure: Percentage of all Primary Schools judged good or better	STATIC	IMP

Measures slightly below target (amber)

Code	Status	Measure	Short Trend	Long Trend
ASCOF 1C(2i)	Amber	Percentage of clients receiving a direct payment for their social care service	DET	STATIC

Measures significantly below target (red)

Code	Status	Measure	Short Trend	Long Trend
PH13	Red	Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over (Q4 2020/21)	DET	DET
A1	Red	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	IMP	IMP
ILAC3	Red	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	DET	DET
ILAC4	Red	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	DET	IMP
ILAC7	Red	The percentage of CSC Audits graded good or outstanding	IMP	IMP
EDU3(b)	Red	The percentage of children who were persistently absent from school	NA	DET

Measures not available this quarter

Code	Status	Measure	Short Trend	Long Trend
PH14	NA	Excess weight in 4–5-year-olds (2020/21 annual)	NA	NA
PH15	NA	Excess weight in 10–11-year-olds (2020/21 annual)	NA	NA
PH23	NA	Dementia friendly settings (Q4 2020/21)	NA	NA
PH8	NA	Percentage of children and young people achieving a lifestyle improvement as a result of	NA	NA

		completing a young people weight management service		
CASEIEYFS Gap	NA	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean	NA	NA
ASCOF 2A(1)	NA	Permanent admissions to care homes per 100,000 pop – 18-64	NA	NA
ASCOF 2Cii	NA	Delayed transfers of care from hospital and those which are attributable to adult social care, per 100,000 population	NA	NA
SE KS2	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 (2020/21 annual)	NA	NA
SE KS2Mnt	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only (2020/21 annual)	NA	NA
SEKS4A8	NA	Average attainment 8 score (2020/21 annual)	NA	NA

Strategic Risks

The quarter 1 21/22 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 4).

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L – Likelihood I – Impact
SR09A NEW	16	Changing Demographics of Older People and Working Age Adults	Director of People - Children and Adults Services	BII	L – high I – major
SRO9B	21	Keeping vulnerable adolescents safe	Director of People - Children	BII	L – high I – major

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L – Likelihood I – Impact
			and Adults Services		
SR26	27	Non-delivery of Children's Services Improvement	Director of People - Children and Adults Services	CII	L – significant I – major
SR39	46	Financial Pressures on SEN Budgets	Director of People –C&A	BII	L – high I – major

Council Plan Outcome: Healthy and active communities

Programme: Improving everyone's health and reducing inequalities

Council Plan Measures

PH13 Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2020/21	567	391	Red	Maximise	DET	DET
Q3 2020/21	340	185	Red	Maximise	DET	DET

Comments

Delivery of Smoking Cessation in GP practices, pharmacies and prison greatly reduced over the pandemic due to the system responding to the crisis. All face-to-face support ceased over 2020/21, with the Public Health team offering remote support. This has led to a decrease in the number of quits for the service beyond what was expected. There will continue to be limited capacity in GP practices and pharmacies as the health system continues to work on the vaccination programme alongside recovery of services. In addition, the number of quits will reduce year-on-year as prevalence continues to reduce. There are currently approximately 30,000 smokers in Medway compared to 10 years ago when there were 49,000. Medway continues to

have one of the highest quit rates per 100,000 of the smoking population for the South East Region.

In Q4 2020/21, 441 quit attempts and 250 self-reported quits provide a 57% success rate. The current predominant service option has been telephone support due to Covid19, however, in addition, both the Core and Pregnancy teams have explored group options using digital online video conferencing. In addition, Medway Stop Smoking Service is improving access for Medway residents by offering digital stop smoking service access points. These include Text To Quit, and an app. The service continues to work closely with Medway Foundation Trust on initiatives such as Pre-rehabilitation surgery school and a dedicated on-site Stop Smoking Support room. The service also continues to work closely with GP practices and pharmacies in order to support them in delivering the programme or generate referrals into the Public Health team.

PH14 Excess weight in 4-5 year olds

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	23%	NA	NA	Minimise	NA	NA
2019/20	22.4%	25.5%	Red	Minimise	DET	DET

PH15 Excess weight in 10-11 year olds

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	35.2%	NA	NA	Minimise	NA	NA
2019/20	34%	36.9%	Red	Minimise	DET	DET

Comments

Please note, performance has been directly impacted by national regulations that required us not to undertake any work in these areas. The status for this indicator has been temporarily removed due to the impact of Covid19.

Rates of children classified as "overweight" and "obese" are monitored through the National Child Measurement Programme (NCMP), which is delivered through schools. Children's weight and height are measured in Reception class (ages 4-5) and again in Year 6 (ages 10-11). For children in Reception year, the rates of those with excess weight is 25.5% in Medway for 2019/20 (increasing from 24% from the previous year), which is above the England average of 23%.

Obesity is a complex problem with multiple causes and significant implications for health and beyond. To tackle the increasing issue of obesity in children and adults, national and local action is needed now. With no one single solution available, tackling such an ingrained problem requires a long-term, system-wide approach that makes obesity everybody's business. Medway Council's Public Health team have developed a whole system approach to tackling obesity, based on Public Health England's recently published whole system obesity guidance. Medway Council provide a wide range of services to prevent and treat childhood obesity including:

- A comprehensive range of family and adult support services for tier 2 and tier 3 weight management, offering free support services for people at varying levels of excess weight.
- Healthy eating and cookery programmes for families and children.
- Regular promotion of national and local campaigns such as Sugar Smart, Change4Life and Beside You breastfeeding campaign.
- A planning guidance note that restricts hot food takeaways within a 400m radius of schools.
- Providing a wide range of training to professionals and volunteers on subjects like healthy eating and obesity.
- Commissioning a 0-19 provider to include healthy weight as a priority in health visiting and school nursing contracts.
- Coordination of an annual healthy weight summit that encourages as many public, private, voluntary, and academic sector partners to promote this agenda and take their own actions forwards.
- A Better Medway workplace programme that supports workplaces to create healthy workforces.
- Free swimming for under 16s.
- Multiple sport and physical activity opportunities within schools and in community settings.

Wider system action is integral if we are to realise the national aspiration of halving childhood obesity by 2030. The Medway Healthy Weight Network and its sub-groups are one vehicle where this action can be taken forward. The network has stated the following priorities for 2021/22:

- Increasing the volume of peer supporters to improve breastfeeding rates.
- Enhanced activity for the infant feeding communication campaigns.
- Achieving a higher level of Baby Friendly Accreditation in acute and community settings.
- Extending the existing cooking programme to include some courses that exclusively concentrate on the budget side.
- Enhancing our physical activity provider network.
- Increasing the reach of our infant feeding marketing campaigns.
- Developing a whole school food programme.
- Developing and marketing culturally sensitive eat well guidance.
- Improving the whole school food approach.
- Enhancing the newly established Physical Activity Alliance and the partnership working between the group.
- Understanding and addressing the barriers of why specific groups have the lowest physical activity levels.

PH17 Breastfeeding initiation

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	70%	70.3%	Green	Maximise	IMP	IMP
Q4 2020/21	70%	68.67%	Amber	Maximise	DET	DET

Comments

Breastfeeding initiation is recorded by midwives shortly after the infant is born indicating if the baby receives breast or bottle milk. A key priority for the infant feeding strategy group is to increase breastfeeding rates year-on-year.

PH23 Dementia friendly settings

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2020/21	6	NA	NA	Maximise	NA	NA
Q3 2020/21	4	NA	NA	Maximise	NA	NA

Comments

Please note, performance has been directly impacted by national regulations that required us not to undertake any work in these areas. The status for this indicator has been temporarily removed due to the impact of Covid19.

It has not been possible to conduct assessments to progress this target due to Covid19 restrictions. The development of inclusive locations for people who live with dementia has been furthered through discussion within the Action Alliance and provision of online dementia friendly training, however no formal assessments have been able to be conducted. Later this year, initiatives to improve areas for all hidden disabilities will impact this work as action taken by organisations is broader than the dementia focus.

PH8 Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	75%	NA	NA	Maximise	NA	NA
Q4 2020/21	75%	NA	NA	Maximise	NA	NA

Comments

Please note, performance has been directly impacted by national regulations that required us not to undertake any work in these areas. The status for this indicator has been temporarily removed due to the impact of Covid19.

The Covid19 lockdown continues to have a serious effect on referrals into Children's Services. The National Child Measurement Programme (NCMP) largely generates referrals into our programmes. The NCMP has restarted this year, and telephone calls to parents will be undertaken by the School Nursing teams over the summer.

Plans for our programmes are already in place to recommence face-to-face from September. Work within engaged schools has continued and been successful, and relationships with other schools have been developed as the Public Health team undertook the Year 6 measurements on behalf of the school Nursing teams.

Supporting Healthy Weight

The adult overweight and obesity statistics were published in May showing Medway's rate has risen to 71.2% for all adults, placing Medway with the highest percentage of overweight adults in the South East. The data collection for the National Child Measurement Programme (NCMP) was completed in June, with results likely to be verified and published in October by Public Health England. Medway has been allocated funding from central government to increase provision for weight management services, which will be used to commission a new virtual weight management service, increase the capacity in our Man Vs Fat programme and enhance our offer of our tier 2 weight management programme (Healthy Way). NHS England have also launched some new virtual support services for overweight adults who also have diabetes or hypertension. Referrals for these services will only be via primary care staff, but these additional services are likely to increase the capacity in our existing weight management services.

Council Plan Outcome: Resilient families

Programme: Together We Can - Children's Services

Council Plan Measures

A1 The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	450	503	Red	Minimise	IMP	IMP
Q4 2020/21	450	527	Red	Minimise	DET	DET

Comments

The 3-year average has decreased to 503 days, an improvement on the Q4 outturn. This has resulted in both short-and long-term trends changing to show positive movement.

Benchmarking

The latest national benchmark is 486 days and the statistical neighbour outturn is 440. Medway is closer in line with the South East benchmark of 529.

Actions

Medway has now joined with Kent and Bexley into a Regional Adoption Agency (RAA) so the service will work through the RAA to identify adoptive families in a timely way.

12 Medway children have been matched since January 2021 at an Adoption Partnership panel. Panels are held weekly which ensures that children are matched without delay where suitable adopters can be found within the resources of the Adoption Partnership.

CSC0004 Number of LAC per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	70.0	68.9	Green	Minimise	DET	IMP
Q4 2020/21	70.0	68.7	Green	Minimise	IMP	IMP

Comments

Currently there are 440 children in care, which is a rate of 68.9 per 10,000. This is a small rise on the Q4 outturn, however the number of children in care are lower than June last year, by 3%.

Benchmarking

Nationally there are 65 Looked After Children (LAC) per 10,000 population, Medway has a lower rate, 68.9, than our statistical neighbours, at 74 per 10,000. However, the rate in the South East is lower than in Medway, at 53 per 10,000 population. We are updating our LAC (Children in our Care) Strategy and our Sufficiency Strategy to include how we will work towards rehabilitation of children and young people safely, where appropriate, to their families. We will also focus on undertaking effective work with those children and young people on the 'edge of care', to seek to reduce our Children In Care (CIC) population over the next year.

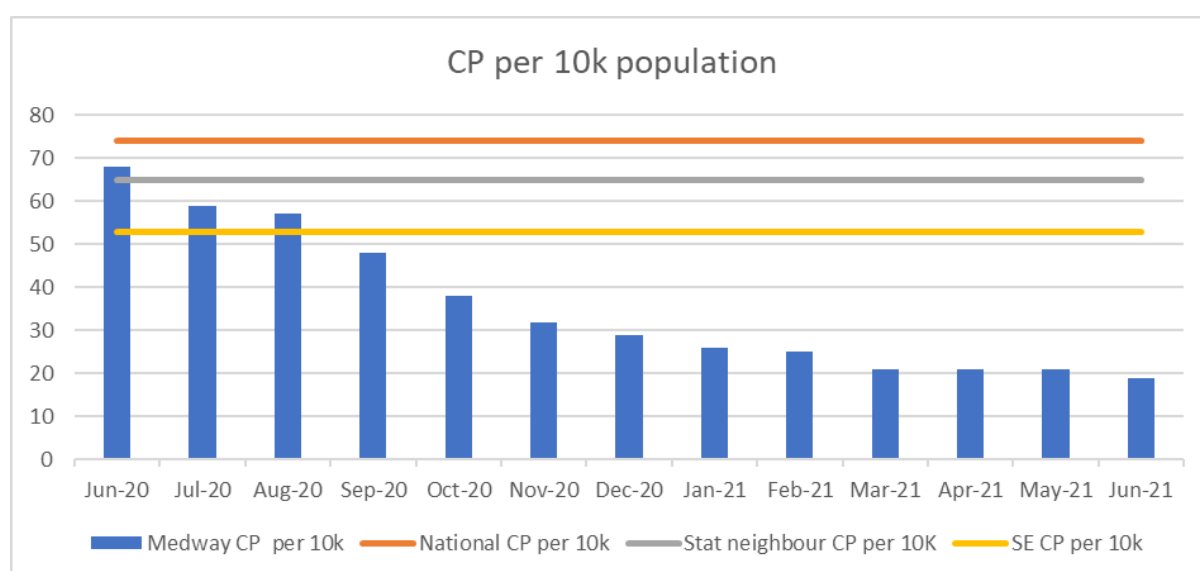
CSC0006 Number of CP per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	65.3	19.0	Green	Minimise	IMP	IMP

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2020/21	65.3	20.8	Green	Minimise	IMP	IMP

Comments

Currently there are 119 children on a Child Protection (CP) plan. This equates to a rate of 19 per 10,000, a reduction from the rate at the end of Q4.



Benchmarking

Medway is below the latest National and Statistical neighbour rate, of 43 per 10,000 and South East rate of 41 per 10,000.

Actions

The focus in the Improvement Plan on improving quality of practice, introducing additional scrutiny of child in need plans and working proactively with adolescents, has led to this reduction, and brought Medway below national and statistical neighbours.

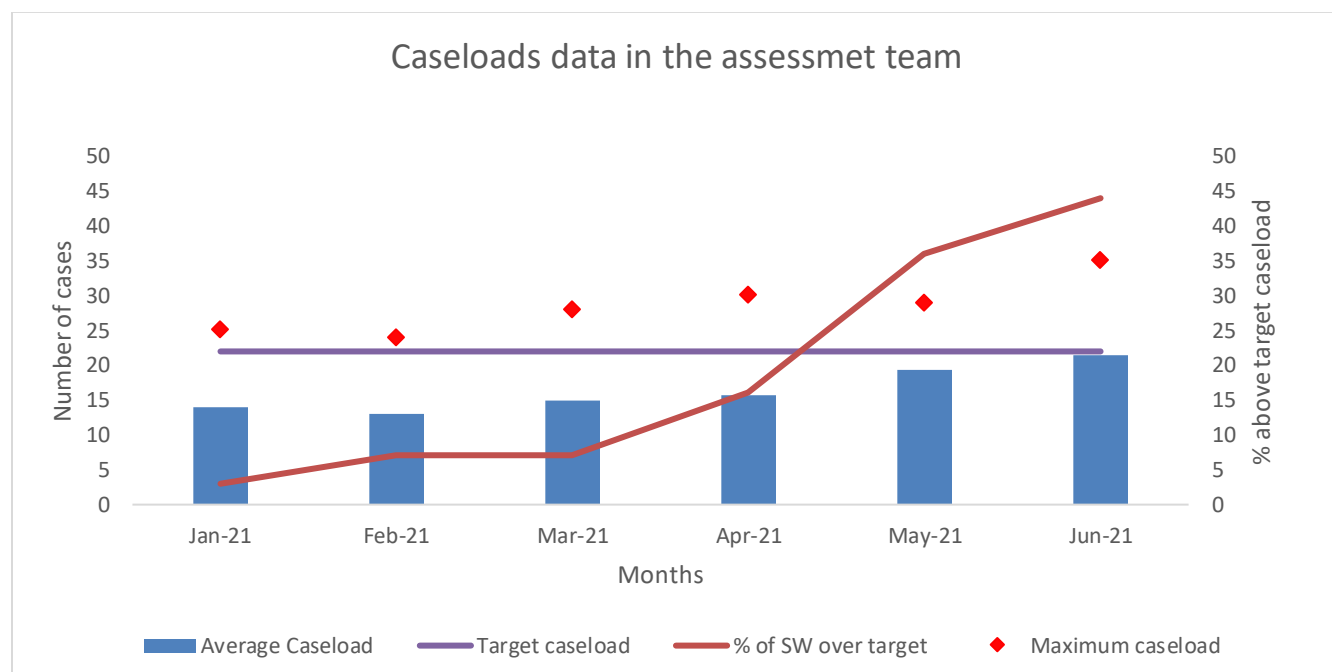
Decision making has been tested by our Partner in Practice, Essex, and decisions to end plans were found to be appropriate. The service is continuing to monitor progress against this and reports monthly to the Improvement Board.

ILAC1 Average Caseloads in Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	22	21.4	Green	Minimise	DET	DET
Q4 2020/21	22	15	Green	Minimise	DET	DET

Comments

The snapshot shows that the average caseload in the Assessment teams is 21.4, a rise from 15 at the end of Q4. Currently 44% of social workers are over the target caseload of 22, with the highest caseload at 35.



Actions

Caseloads in Assessment have increased significantly due to the increased volume of referrals and recruitment difficulties. To mitigate some of the challenges within the Child and Family team, assessments were allocated to practitioners in Children Social Workers' teams. Despite this some social workers have reached very high caseloads and in those cases team managers have increased the supervision and support that was offered to them.

Recruitment activity has been more successful in the latter part of June 2021 and, as of 31 July 2021, all posts within the Assessment team were covered with either a locum or permanent worker.

Caseloads in the Children Social Work teams have remained low which has allowed practitioners to support the Assessment teams.

ILAC2 Average Caseloads in Post Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	18	13.4	Green	Minimise	DET	IMP
Q4 2020/21	18	10.3	Green	Minimise	IMP	IMP

Comments

The snapshot shows post assessment social work teams (Areas CS Teams 1-8) have an average caseload of 13.4. This is an increase on the Q4 outturn. This PI remains below target. The highest caseload is 21 and 5% of social workers, in these teams, have caseloads over the target.

ILAC3 Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	90%	72%	Red	Maximise	DET	DET
Q4 2020/21	90%	100%	Green	Maximise	IMP	IMP

Comments

The end of quarter snapshot shows that under three quarters of S47 assessments were visited in 1 day. This is a drop when compared to the previous quarter and below target.

Actions

The exceptions to completing S47 visits in timescales refer to a small number of families and the visits were late by 1 or 2 days. The delays were due to difficulties locating families, workload challenges and staffing difficulties.

We continue to review this indicator regularly at Performance Clinics. Where a delay is identified, each case is scrutinised.

ILAC4 Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	85%	77%	Red	Maximise	DET	IMP
Q4 2020/21	85%	78%	Red	Maximise	IMP	IMP

Comments

The end of quarter snapshot shows just over three quarters of S17 assessments were visited in 5 working days. This is a drop when compared to the previous quarter and below target.

Actions

The exceptions for S17 visits are due to several factors: high vacancy rates in some teams, and difficulties locating some families or engaging them in the assessment

process. We continue to review this indicator regularly at Performance Clinics. Managers will maintain overview and scrutiny of all delays and impact on children.

ILAC5 % of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	60%	62%	Green	Maximise	IMP	IMP
Q4 2020/21	60%	60%	Green	Maximise	IMP	DET

Please note, the target for this performance measure has since been increased to 70% to enable ongoing improvement.

Comments

There has been a small rise in the proportion of children for whom permanency has been agreed but is now below the stretched target of 70%. Achieving permanency for children is a key issue in the improvement plan and mechanisms have been put in place to review permanency plans and to strengthen the work of the fostering panel to continue to improve the performance of this indicator.

Actions

To fully implement the Permanency Policy and convene regular permanency panels. To Implement the Fostering Strategy to increase supply, choice, and support for carers. To work with Independent Reviewing Officers (IRO) to ensure all children and young people have a permanence plan, including looking to those children and young people who can safely return home, with effective support in place. Group Managers for Adoption/Fostering and Children In Care (CIC) are jointly responsible for the tracking of permanency.

ILAC6 Rate of open CIN cases per 10,000

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	382	301	Green	Minimise	DET	IMP
Q4 2020/21	382	277	Green	Minimise	IMP	IMP

Comments

The rate of Children In Need (CIN) has risen over the quarter, with 156 more children counted as CIN than at the end of March. There are, however, 219 fewer children counted as CIN than in June 2020. Medway remains below all of our comparator groups. The number of CIN will be affected by the closure of Child Protection (CP) plans, if those children then cease to receive a service.

A child in need is defined, under the Children Act 1989, “as a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the child is disabled.” This includes all Looked After Children (LAC) and all children on a CP plan as well as other children supported by social services who are not looked after on a CP plan.

Benchmarking

Nationally there are 324 CIN cases per 10,000 population. This is slightly higher for our statistical neighbour group (331) and it is 304 in the South East.

Actions

Ensuring children can access the right service at the right time is part of the vision for the service and reviewing the threshold for statutory service provision is an action in the Improvement Plan. This has been done in consultation with partners.

The Service launched the revised Threshold Document with partners and support through workshops.

The service has established a Child in Need Reviewing Officer to monitor the quality of practice for children subject to Child in Need plans and support correct application of threshold. As part of the role the Child in Need Reviewing Officer has established a multi-agency panel for Child in Need cases so that risks are robustly addressed, and the children and families receive services early enough before risks escalate as well as offering consultations for operational staff. We have doubled the capacity of this Officer.

ILAC7 The percentage of CSC Audits graded good or outstanding

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	80%	7%	Red	Maximise	IMP	IMP
Q4 2020/21	80%	0%	Red	Maximise	NA	NA

Comments

The service is committed to completing 10 audits per month selected from across all service areas.

Q1 data covers audits for April to June which resulted in 48.3% graded ‘Requires Improvement’, 44.8% ‘Inadequate’ and 6.9% ‘Good’.

N23 The percentage of children social care substantive posts not filled by permanent social workers

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	25%	15%	Green	Minimise	IMP	IMP
Q4 2020/21	25%	20%	Green	Minimise	IMP	IMP

Comments

Vacancy rates are at an all-time low, at 15%. The ongoing positive trend has been maintained over the last 18 months.

Benchmarking

Medway has a lower vacancy rate than our statistical neighbours (17%) and the National rate (16%).

Programme: The best start in life

Council Plan Measures

CASEIEYFS Gap Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic year	30.0%	NA	NA	Minimise	NA	NA
2018/19 Academic year	30.0%	28.7%	Green	Minimise	IMP	IMP

Comments

Due to the pandemic there is no data for this measure for the academic year 19/20.

PH16 Smoking at time of delivery (SATOD)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2020/21	17.5%	11.6%	Green	Minimise	IMP	IMP
Q3 2020/21	17.5%	12.42%	Green	Minimise	IMP	IMP

Comments

As with previous submissions, data reported represents Smoking At Time of Delivery (SATOD) prevalence for the whole of Kent & Medway in line with the new Clinical Commissioning Group (CCG) footprint. Work continues in identifying a process to collect quarterly data for the Medway footprint only. For comparison purposes, it should be noted that Pentana data submitted for Q1 2020/21 reflects overall Medway Foundation Trust (MFT) data (Medway and Swale footprints), and not data for the whole of Kent & Medway.

Medway Stop Smoking Service has maintained effective service delivery throughout the Covid19 pandemic by adapting to remote smoking cessation consultations and maintaining provision of stop smoking medication. We have continued to work effectively with midwifery colleagues, resulting in a total of 534 referrals being received this financial year - a 5% increase on the 2019/20 year. Critically, in 2020/21 we have supported 80 women to successfully quit smoking, the largest number of quits we have seen in this workstream in Medway.

Healthy Child Programme

The service is now back to operating face-to-face as standard. Virtual appointments can be accommodated if requested. Coverage for all five mandated checks is over 90%. The height, weight and hearing screening checks for Reception year children were completed before the end of the school year. Due to the pandemic reducing the timeframe for these screens, the Public Health team worked alongside Medway Community Healthcare (MCH) to ensure that the Year 6 National Child Measurement Programme (NCMP) was also completed. MCH now have an emotional wellbeing support service embedded within the school nursing service. Work is underway to ensure this offer compliments the Mental Health School Support Teams (MHSST) that were funded through NHS England, and are due to start operating in January. MCH will provide support to schools which do not have MHSST in place. A digital inclusion project providing access to tablets and data for health visiting, midwifery and Early Help is now in place and is already supporting families.

The Child Health team have been providing resource packs and lesson plans to schools. They are now producing monthly return to school packs for both staff and students. The packs cover topics from bereavement to domestic abuse. The team have been shortlisted for national awards, Children and Young People (CYP) Now for Adolescent Self-Harm project and Royal Society for Public Health (RSPH) for Digital.

The Public Health team have been working with the Communications team and Digital team and an external media agency to work with the council on innovative messaging and channels. This will be aimed at young people around Covid19. The campaign has been very successful with nearly half a million views of the images and videos on social media, and over a million impressions (advertisements appearing on a user's screen).

Council Plan Outcome: Older and disabled people living independently in their homes

Programme: Improve support for vulnerable adults by working with partners and communities

Council Plan Measures

ASCGBT001 % of Long-term packages that are placements

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	30%	29.1%	Green	Minimise	DET	DET
Q4 2020/21	30%	28.6%	Green	Minimise	DET	IMP

Comments

There is minimal fluctuation in the number of clients in long term services but a 5% rise, over the quarter, in the number of clients in placements, therefore this measure remains below target but has risen. Currently there are 794 clients in residential and Nursing homes and a total of 2,651 clients receiving long term care.

Benchmarking

National data for 2019/20 for long term clients in placements is 30.1%, no change from the 2018/19 figure.

Whilst the long-term expectation is that ongoing demographic changes, in particular those relating to an ageing population, will impact on the number of placements needed, the number of clients in placements are currently lower than pre-Covid19 levels.

ASCOF 1C(2i) Percentage of clients receiving a direct payment for their social care service

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	30%	29.1%	Amber	Maximise	DET	STATIC
Q4 2020/21	30%	29.5%	Amber	Maximise	IMP	IMP

Comments

29.1% represents 568 individuals. The increase in the number of clients receiving a direct payment was not sufficient in increasing the percentage of clients receiving a direct payment for their social care service because of a higher proportionate increase in the number of clients receiving long term care.

Currently 99.5% of clients receive self-directed support.

Benchmarking

Nationally and for the South East, 27.9% of clients with an ongoing long term service receive a direct payment. This is a drop on 2018/19 from 28.3% and 29.5%, respectively. Our statistical neighbours' performance is higher at 30%.

Actions

The team are now working business as usual but have a backlog of referrals because of changes to their focus during peaks in the pandemic. Due to the nature in how service users are supported to set up direct payments the result will be seen within the next three months.

ASCOF 1G (n) Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2020/21	70%	76%	Green	Maximise	IMP	IMP
Q3 2020/21	70%	66%	Red	Maximise	DET	IMP

Comments

Unpublished data, based on our 2020/21 statutory return work shows 76% of adults with a learning disability live in their own home or with their family, which is a 4 percentage point improvement on our 2019/20 performance of 72%: exceeding our target of 70%.

Benchmarking

The current national outturn is 77.3% and our statistical neighbours' is 83.5% (2019/20 data).

ASCOF 2A(1) Permanent admissions to care homes per 100,000 pop – 18-64

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	3.5	NA	NA	Minimise	NA	NA
Q4 2020/21	3.5	5.4	Red	Minimise	DET	DET

Comments

Please note the target is apportioned per quarter.

As the number of admissions in Q1 is between 1 and 5 this metric is redacted to prevent identification. However, we are able to say that the rate is below 3.5 per 100,000 and that the number of admissions recorded so far show positive trends.

Benchmarking

Nationally the benchmark is 14.6 per 100,000 for the full year, under 3.7 per 100,000 for each quarter and for our statistical neighbours the figure is 13.8 per 100,000 for the full year, and under 3.5 per 100,000 for each quarter.

Actions

The service has seen an increase in the number of individuals with higher levels of need. Working with our commissioning colleagues, we will continue to identify and commission further appropriate alternative forms of accommodation with a view to ensuring that the numbers requiring care home admissions is as low as possible.

ASCOF 2A(2) Permanent admissions to care homes, per 100,000 pop – 65+

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	154.5	95	Green	Minimise	IMP	IMP
Q4 2020/21	154.5	159.6	Amber	Minimise	DET	DET

Comments

Please note the target is apportioned per quarter. 42 admissions have been recorded in Q1, so far. This equates to 95 admissions per 100,000 population, which is under target. For the same period last year, 38 admissions were recorded, clearly impacted by the pandemic and lockdown.

Benchmarking

The National rate of admissions is 584. This equates to 146 per quarter. Our statistical neighbour's 2019/20 outturn is 595.2 (148.8 per quarter).

Actions

Whilst a low number of admissions to care homes is a positive, this may in part be due to the impact of Covid19 on our older population, partly in terms of the death rate. We also know that during Covid19 many families chose to continue to care for their loved ones at home to avoid admission to care. We also know that delays in recording impacts the figures. We will continue to monitor the number of and trends in admissions over Q2.

ASCOF 2Cii **Delayed transfers of care from hospital and those which are attributable to adult social care, per 100,000 population**

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	4.1%	NA	NA	Minimise	NA	NA

Comments

Data collection has been suspended by Central Government.

Social Isolation

As we prepare and plan for emerging changes to the Covid19 requirements and restrictions, the issue of social isolation and loneliness is crucial. Work has begun on finding information and data for key priorities of work. These include the impact on: young adults; Black, Asian and minority ethnic groups; obesity; learning disability and autism; mental health; and older people.

Engagement with partners continues through virtual meetings, including the two weekly Medway Voluntary Action multi-agency meeting.

We are committed to expanding the delivery of the 'Connect 5' mental health training modules. Following a 'train the trainers' workshop, there will be enhanced awareness and support across Medway.

Two Social Isolation and Loneliness training modules have been held. Attendees have been from departments across the council, and external partners and businesses.

The 'A Better Medway Campaign' provided a range of information, advice, and support services during Loneliness Awareness Week (14 – 18 June) helping to reduce loneliness in Medway.

We are supporting the re-opening of 'Places of Welcome', Chatty Cafés and Dementia Cafés. We are carefully moving from virtual meetings to face-to-face ones, including meeting at Jaspers Café, and at St Augustine's and Christ Church venues.

Social Prescribing is successfully working with clients aged 65+ and there continues to be positive outcomes and evidence of reduced loneliness. For example, four clients are now independently accessing regular activities and social groups following initial support from link workers.

Support is being provided to promote the pop-up vaccine events, and focused work has been done in contacting groups who may be missing. This includes potentially isolated people and minority ethnic groups.

Council Plan Outcome: All children achieving their potential in schools

Programme: Raising aspiration and ambition

Council Plan measures

CA13 The percentage of children permanently excluded from school (upheld only)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	0.02%	0.01%	Green	Minimise	STATIC	DET
Q4 2020/21	0.02%	0.01%	Green	Minimise	DET	DET

Comments

Please note, the annual target of 0.06% is apportioned across each quarter.

This quarter there have been 4 upheld permanent exclusions. 17 processes were started, 10 have been retracted or are to be retracted and 3 still await an outcome.

The 4 upheld exclusions equate to 0.01%. All permanent exclusions were from secondary schools.

Benchmarking

Nationally the rate of permanent exclusions is 0.09% (2018/19).

Actions

During lockdown the Inclusion team continued to offer support via 'The School Support Group' which is held virtually. Once all pupils returned to school, the team members re-engaged with pupils in their home school setting.

Team members also contacted families during lockdown to try and keep links with pupils on their caseload. Virtual meetings were offered to schools and advice and guidance given via telephone and email to support pupils whose behaviour could lead to an exclusion.

Since schools returned in March team members have met face-to-face with young people where the majority of guidance and support provided to schools has been done virtually.

The School Support Group (SSG) continues to run virtually and has been used by both primary and secondary schools. There have been regular telephone consultation/discussions with schools regarding issues that may lead to an exclusion.

CASEIKS4 Ofsted Partnership measure: Percentage of all Secondary Schools judged good or better

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	85%	94.4%	Green	Maximise	STATIC	STATIC
Q4 2020/21	85%	94.4%	Green	Maximise	STATIC	STATIC

Comments

Of the 18 Secondary schools in Medway, 4 are classed as outstanding, 13 are good and 1 is inadequate. This means that 17 of 18 are good or better. The inadequate judgment applies to the Waterfront University Technical College (UTC) from its time as Medway UTC.

Benchmarking

Nationally this figure is 76% and the South East currently has 86.6% of schools graded good or better.

Actions

There have been no new inspections this quarter.

CASEISPEC Ofsted The percentage of special schools in Medway judged to be good or better

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	90%	100%	Green	Maximise	STATIC	STATIC
Q4 2020/21	90%	100%	Green	Maximise	STATIC	STATIC

Comments

There have been no new inspections this quarter.

EDU3(b) The percentage of children who were persistently absent from school

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	11.4%	19.6%	Red	Minimise	NA	DET
Q4 2020/21	11.4%	NA	NA	Minimise	NA	NA

Comments

This data is for terms 1 and 2 of the 20-21 academic year. The primary rate is 18.4% and the secondary rate is 19.8%.

The statistical release for the 19-20 academic year was cancelled due to Covid19.

Benchmarking

Nationally, persistent absence rates are 13%, with primary at 12% and secondary at 14%.

Actions

All schools whose persistent absence is above the national percentage will be contacted and offered support and guidance from the local authority (LA) in addressing their persistent absence (PA). This is not dependant on their purchasing our attendance advisory service.

OfstedPrimMnt **The percentage of Maintained primary schools in Medway judged to be good or better**

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	93%	96%	Green	Maximise	STATIC	IMP
Q4 2020/21	93%	96%	Green	Maximise	STATIC	IMP

Comments

24 out of 25 local authority (LA) maintained primary schools are rated good or better; 4 are graded outstanding and 1 requires improvement.

There have been no changes to Ofsted ratings this quarter.

SE KS2 **The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2**

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic Year	65.0%	NA	NA	Maximise	NA	NA
2018/19 Academic Year	64.0%	64.0%	Green	Maximise	IMP	IMP

Comments

Due to Covid19 there will be no Key Stage 2 (KS2) data for the 19-20 and 20-21 academic year.

SE KS2Mnt **The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only**

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic Year	65%	NA	NA	Maximise	NA	NA

Comments

Due to Covid19 there will be no data for the 19-20 and 20-21 academic year.

SE2 OEPr **Partnership measure: Percentage of all Primary Schools judged good or better**

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	87.5%	89.5%	Green	Maximise	STATIC	IMP
Q4 2020/21	87.5%	89.5%	Green	Maximise	STATIC	IMP

Comments

There has been one academy inspection this quarter.

Currently 68 schools are good or better from a cohort of 76; eight are outstanding and 60 are good.

There are 51 academies. Of these 86.3% are good or better (four are outstanding and 40 are good), four require improvement and three are inadequate.

Benchmarking

Nationally, this figure is 87.9% and for the South East currently it is 90.9%.

SEKS4A8 **Average attainment 8 score**

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic Year	46.6	NA	NA	Maximise	NA	NA
2018/19 Academic Year	46.6	46.6	Green	Maximise	IMP	IMP

Comments

Due to Covid19 there will be no data for the 19-20 and 20-21 academic year.

Council Priority: PLACE

Medway: A place to be proud of

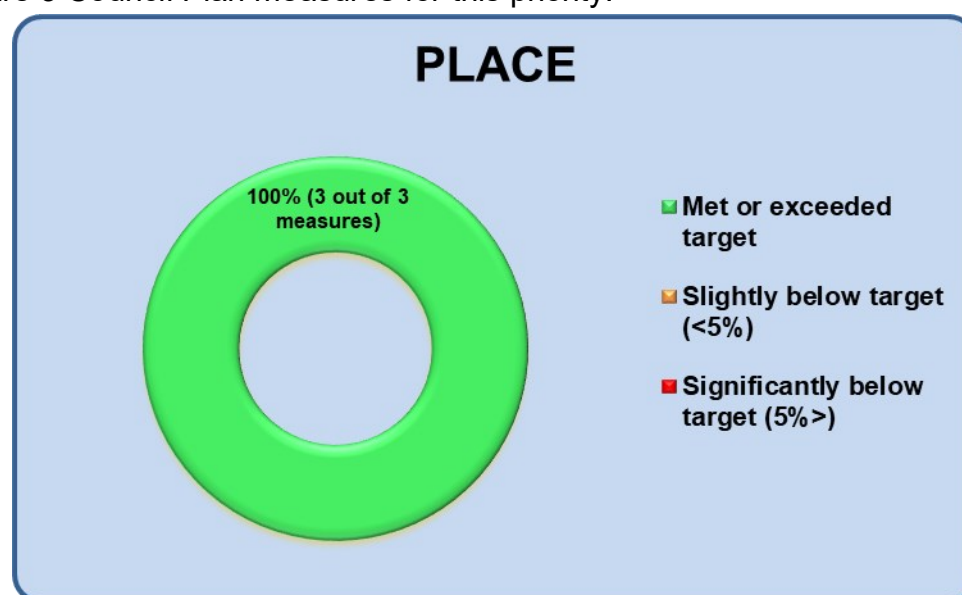
Performance: Quarter 1 2021/22

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
IMP	Improved	DET	Worsened	STATIC	Static
Data	No target	NA	Not available	Not available	Not available
Short Trend	Since last qtr	Long Trend	Avg over last 4 qtrs	Avg over last 4 qtrs	Avg over last 4 qtrs

Council Plan measures: summary performance

There are 3 Council Plan measures for this priority.



Improved performance

- 33% (1 out of 3*) improved over the short term (since last quarter)
- 0% (0 out of 3*) improved long term (average of previous 4 quarters)

*where data available

Measures in target (green)

Code	Status	Measure	Short Trend	Long Trend
GH6 NEW	Green	Satisfaction with parks and green spaces - direct users CP	IMP	DET

Code	Status	Measure	Short Trend	Long Trend
NI 195a	Green	Improved street and environmental cleanliness: Litter	DET	DET
W6 CP	Green	Satisfaction with refuse collection - Citizens Panel result	DET	DET

Strategic Risks

The quarter 1 21/22 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood.

Council Plan Outcome: A clean and green environment

Council Plan Programme: Enhancing the public realm, street scene, parks and green spaces

Council Plan Measures

GH6 NEW Satisfaction with parks and green spaces - direct users CP

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	75%	80.4%	Green	Maximise	IMP	DET
Q4 2020/21	75%	79.1%	Green	Maximise	DET	DET

Comments

Satisfaction amongst users of parks and open spaces was 80.4% in Q1 2021/22, a slight increase on the 79.1% seen in Q4 2020/21.

More users were neutral about the service – 11.4% of respondents (up from 10.8% in Q4 2020/21) – than dissatisfied, 8.3% (down from 9.5% in Q4).

These results are based on 158 users of parks and green spaces from the 223 respondents to the Q1 2021/22 Citizens' Panel, giving a margin of error of +/-7.8%, meaning the changes are not statistically significant.

Actions

A variety of Greenspaces Development projects are planned for delivery during 2021/22:

- Section 106 play improvements at Cliffe Woods – completed in July 2021.
- Section 106 play improvements at Cliffe Woods Recreation Ground, Perry Street and Chalk Pit Open Space – completed in July 2021.

- Park Welcome Signs – updating sites which have no signs or that are out of date. This project will be completed late summer.
- Play refurbishment Programme – Seven play areas will be refurbished. They include Low Meadow (Cuxton), Hamilton Road (Gillingham), Iona Close (Lordswood), Whimerel Walk (Lordswood), Lamplighters Close (Hempstead), Crestway (Luton) and Borstal Recreation Ground (Rochester). Tender award and procurement approval is expected between September and October 2021. Construction is expected to start spring 2022.
- Town Hall Gardens (Section 106) improvements – Masterplan and financing is currently being reviewed. Improvements to the site will be completed by spring 2022.
- Cockham Community Parkland (Housing Infrastructure Fund (HIF)) – planning application was presented to planning committee on 21 July 2021 and approved. Construction is anticipated to start in summer 2022 with a completion end date of spring 2024.
- Berengrave Nature Reserve (S106 improvements) – steps and access improvements were completed in March 2021. New entrance and interpretation signs will be completed in August 2021. Boardwalk route options are being discussed with the consultant and then these options will be discussed with ward councillors during August and September 2021.
- Various other improvement projects are at the early stages of development including Northcote Road Recreation Ground, Rede Common, The Vines, Cherry Trees and Great Lines Heritage Park. Further updates will follow as part of quarterly monitoring.

Green Flag applications have been submitted for eight sites: Gillingham Park; Hillyfields; Capstone Farm Country Park; Riverside Country Park; Great Lines Heritage Park; Broomhill Park; The Vines; and Ranscombe Farm.

Judging and mystery shop visits are due at the eight Green Flag Award sites during May to September 2021. The announcement is due in October 2021.

Management Plans for Capstone and Riverside Country Parks are currently being reviewed with Norse.

Summer (Covid19 compliant) events have been confirmed for the five urban parks (Gillingham, The Vines, Broomhill, Great Lines and Hillyfields).

NI 195a Improved street and environmental cleanliness: Litter

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	96.00%	96.66%	Green	Maximise	DET	DET
Q4 2020/21	96.00%	99.00%	Green	Maximise	IMP	IMP

Comments

Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected (100 sites x 12 months = 1,200 sites per year). Sites are different land

classes: main retail and commercial; local shopping areas; residential streets; main roads; waste bins (litter, canine and combined); rural roads; alleyways; footbridges, and subways.

During Q1, 96.66% of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleansing being achieved by Medway Norse.

A visual inspection of 50 metres is reviewed for the amount of litter present and graded. This is a transect. A - B grades are acceptable for litter, and C – D are unacceptable. The number of sites that are at an acceptable standard at the time of inspection, grade A – B, are then reported as an overall percentage of good standard sites. For example, 97 sites at grade A-B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

Actions

Street Scene Enforcement dealt with a total of 247 deposits on the public highway, all of which were removed within one working day. Evidence was retrieved in 54 cases and were referred for further investigation. The team also attended 45 fly tips on private land.

Five Environmental Crime cases were prosecuted at Medway Magistrates Court in Q1, where fines and costs totalled £5,811. There are 12 cases with legal pending prosecutions and a further four under investigation ready for reporting to the Magistrates Court.

During the quarter, the team conducted two operations alongside Kent Police that resulted in 13 vehicles being stopped and searched.

63 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with anti-social behaviour (ASB) and have been issued to addresses for offences ranging from refuse and waste issues to car repairs and burning of waste.

A full breakdown of Fixed Penalty Notice quarterly data is shown at the end of this section.

W6 CP Satisfaction with refuse collection - Citizens Panel result

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	85%	87%	Green	Maximise	DET	DET
Q4 2020/21	85%	90.6%	Green	Maximise	DET	DET

Comments

Satisfaction with refuse collection decreased to 87% in Q1 2021/22 (down from 90.6% in Q4 2020/21).

5.8% of respondents were neutral about the service (up from 3.4% previously) and 4.5% were dissatisfied (lower than the 5.1% seen in the previous quarter). A further 2.6% did not know or gave no response.

The results are based upon 223 respondents to the Q1 2021/22 Citizens' Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

There was a small change to the question asked this quarter to specify that this element was the black sack collection only. A further question about the recycling element of the weekly collections has been asked.

Council Plan Projects

Deliver Future High Streets Funds submissions

The High Streets Heritage Action Zone bid has four main aims:

- To re-use and revitalise heritage buildings.
- To create and deliver a heritage engagement programme.
- To identify and deliver accessibility and safety solutions to the highway.
- To create a development framework to protect the area's character whilst promoting growth.

On 26 December 2020 the government awarded Medway Council £9.5m Future High Street Fund investment for Chatham town centre.

The main areas that the funds will address:

- Public realm improvements from The Brook Theatre to the Pentagon Centre, including The Paddock.
- A new Innovation Hub located within the Pentagon.
- The Brook Theatre – funds toward the redecoration, improved facilities, and useable workspace.
- St John Church – funding to bring the building back into use for the purposes of meeting spaces and rooms as well as offering community uses.

Work has been completed on understanding the detail of the project deliverables for each workstream and the council will continue to manage the various projects to ensure that they adhere to programme and budget. All funds are required to be spent by March 2024 with all outputs being met by this date.

Heritage High Streets Action Zone funding

In April 2020, the Sun Pier to Star Hill conservation area was awarded £1.6m High Street Heritage Action Zone funding from Historic England for regeneration in the area. The focus is on bringing the history and heritage of the area back to life and boosting the local economy by 2024.

The funding will be used to:

- Create a 're-use and re-vitalise buildings' grants programme.
- Develop a cultural heritage and engagement programme in collaboration with the local community.
- Create a framework to guide future development in the area.

During Q1:

- An application for a three-year Cultural Programme grant was successful, with £80,000 awarded to the Cultural Consortium in May 2021. This funding will create and deliver community-led cultural activities to showcase the area's history over the next three years led by The Old High Street Intra Cultural Consortium, which is made up of local creatives, businesses, community groups and residents. The programme will also provide more opportunities for Medway's creatives, inspire the local community to connect to the area's history and encourage partnerships between organisations.
- As part of the Cultural Heritage and Engagement programme, the project team collaborated with the Ebb & Flow Festival to provide a weekend of Covid19-safe activities for the public to discover the heritage of the area including a pop-up museum, walking tours and numerous art trails in May 2021. Feedback has been positive and future events are currently being developed for later this year.
- The creation of a development framework for the High Street Heritage Action Zone area is currently in its enabling and scoping phase in partnership with Historic England, HTA Design LLP and the University of Kent's School of Architecture and Planning. The next phase of developing the vision will start in September as part of the new academic year with university students working collaboratively with the project team. A highway accessibility and safety study to help improve safety and accessibility for pedestrians and cyclists has also started.
- A Conservation Consultant joined the project team in June and will be launching a Revitalise & Repair property grants scheme later this year. We are working with other council officers to identify and promote vacant building opportunities.

Programme: Replacing Medway's streetlights

Council Plan Projects

Deliver Phase 2 of the Street Lighting LED Programme for 2021-22

Medway's Street Lighting Network is extensive and is composed of 26,500 columns that are made up of concrete columns, steel columns and aluminium columns. The concrete and steel columns make up over 75% of the network and all are at or close to the end of their design life requiring a phased programme of replacement.

As part of budget setting in 2020-21 capital funding was secured through Prudential Borrowing to award a contract to undertake a Street Lighting Light-Emitting Diode (LED) Programme. The scope of the LED Programme is:

- Converting all street lights to LED (23,000 street lights).

- Replacing a further 4,600 columns that are beyond design life.
- Installing a Central Management System (CMS) for fault and energy management of the Street Lighting Network.

The benefits of the Street Lighting LED Programme are:

- Reduces energy consumption levels and energy costs for street lighting. Energy costs have significantly increased at contract renewal points over the last two financial years and are projected to further increase this year at the contract renewal period (October 2021) by 10%.
- Replacing columns that are beyond design life reduces the risk of structural failure and through awarding as a block programme of work competitive financial rates due to economies of scale.
- CMS along with being a fault and energy management system also has the scope to function as a platform for Smart City Aspirations.

During Q1 the rollout of the scheme has continued, building on the CMS installation in Q4 of 2020/21 and to date:

- 2,730 columns have been replaced at the end of Q1 (68% completion rate).
- 5,104 lanterns have been upgraded (22% completion rate).
- Design of non-standard lamps has commenced and options are being explored with providers, to bring both an appropriate, but consistent approach to these lanterns, which include those of a conservation style.
- There is an ongoing programme of publicity updates on delivery of the programme through social media, press releases and Medway Matters.

Programme: Encouraging recycling and maintain clean streets

Provide Waste Services who will work with the community to provide a high-quality public environment.

The Warden Service restructure came into effect from 1 July 2020. Wardens now have specific roles as Animal, Waste, Enforcement and Engagement Wardens.

Animal Wardens

In Q1 the three animal wardens have planned roadshows which were to commence in June but have been pushed back to July onwards due to Covid19 restrictions.

Workload for the Animal Wardens in Q1, can be broken down as follows:

- Total number of service requests = 294.
- Number of stray dogs reported = 85.
- Number of dogs placed in foster care = 2.
- Number of dogs adopted = 4.
- Number of foster applications received = 7.
- Number of dogs microchipped = 2.

- There has been a total of 14 donations to the Stray dog fund totalling £174.
- The wardens created a newsletter with two editions now live. The First Newsletter came out on 21 April 2021 and the second on 14 June 2021.

Waste Wardens

In Q1 the two waste wardens have focused on street cleansing service requests and supporting the Monitoring officers with complaint investigation and follow up monitoring. Additional tasks include:

- Proactive monitoring – a monthly schedule of targeted monitoring to identify gaps in mechanical street cleansing rounds (sweepers) recorded on Confirm.
- Street Cleansing Quality Inspection – 100 inspections per month have been completed as part of the scheduled annual NI 195 inspection programme. The NI 195 inspection ensure Medway Norse are cleansing to a good standard. 96% of an A-B grade was achieved.
- Weekly High Street Inspection continued following the reopening of the Hospitality sector in April.
- Investigate "street not clean" service requests raised by residents which they investigate and resolve with Medway Norse and the customer.
- Assisted Collection service requests are set up by waste wardens (following either telephone consultation and/or a socially distanced site visit).

Enforcement and Engagement Wardens

In Q1 the three engagement wardens have been able to start engaging with the public at roadshows and events as Covid19 restrictions lift nationally. Key deliverables include:

- Organising the Great British Spring Clean (31 litter picks, including over 300 bags of litter).
- Written to 1,600 residents regarding refuse out early, fly-tipping, contaminated recycling and community clean ups.
- Continued the Gillingham North "Safer streets" recycling behaviour change project (survey postcard and letter drops).
- Attended two *Police* and Communities Together (PACT) meetings.
- Completed a micro recycling behaviour change intervention in Strood.
- Organised and attended three recycling roadshows.
- Waste collection and disposal – recycling 'bring site' monitoring, assisted the waste disposal team by managing the Household Waste Recycling Centre (HWRC) booking cancellations and authorising and amending van bookings.
- Emergency planning – assisted the emergency planning team with a power outage in Luton Road, Chatham (liaised with the electricity supplier, residents and local businesses).

Programme: Climate change

Council Plan Projects

Climate change emergency

A 'Climate Change Emergency Motion' was declared by Full Council on 25 April 2019. The first carbon emissions baseline assessment (2018/19) was finalised in Q1, and the Climate Change Action Plan approved by Cabinet on 8 June.

Two subgroups have been set up to take the action plan forward; these include PA9 Low Carbon Business Support and PA10 Communications. Subgroups for each of the remaining priority areas will be set up in early Q2.

Work is progressing on a simplified digital version of the action plan which will be published in Q2. Climate Change is now included on the council's homepage via the Our Services button and features prominently on the Environment pages. The climate change webpages continue to be updated with details of current projects, the newly endorsed climate change action plan and has a link to enable visitors to sign up to the climate change newsletter.

Council Plan Programme: Air Quality

Council Plan Project - To co-ordinate and monitor delivery of actions contained within the Council's Air Quality Action Plan

Drive the Air Quality Action Plan forward to effect improvement in Air Quality across Medway

Air Quality Monitoring

The team continued to maintain the air quality monitoring network to carry out calibrations, attend to call outs and change diffusion tubes. This has helped to maintain high levels of data capture across our monitoring sites.

Air Quality Communications Strategy

The Environmental Protection team previously supported a bid to the Department for Environment, Food & Rural Affairs (DEFRA) Air Quality Grant Programme made by Canterbury City Council for an air quality education project. DEFRA confirmed in Q1 that the application was successful.

The award is for a project to develop an educational digital resource to be used in primary schools across Kent, to raise awareness about air quality and hopefully to promote behaviour change amongst children and their parents. The resource will include an interactive story book and gaming elements including earning rewards and unlocking further information.

Clean Air Day

National Clean Air Day took place on 17 June 2021.

The team worked with the Communications team and collaborated with other colleagues at Kent district councils, including Kent County Council and Medway Maritime Hospital to carry out a range of awareness raising activities including:

- Using social media channels to encourage people to take part.
- Circulating internal and external communications via newsletters/stakeholder to distribution lists etc. encouraging participation.
- Promoting the all new KentAir website and encouraged signing up to the free air pollution forecast service.
- Running a competition which included a prize for a £200 cycle voucher sponsored by VolkerHighways.
- Using a series of messages on the variable message signs in Medway.

48 posts went out across five social media channels (including Climate Change Facebook, Twitter and Instagram) reaching 356,000 people.

New educational resources

Following the launch of an educational video detailing the importance of air quality, the problems of pollution and solutions for improving air quality within Medway, the team has released an accompanying student pack to provide a more detailed overview of air quality and complement the animated video.

The pack provides detailed information, interesting facts and statistics on air quality. It has several fun and informative activities for the children to participate in, building their understanding on what is in the air around us and how to improve air quality in their day-to-day lives. The pack is divided into distinct sections which can be used in the classroom at the teacher's discretion. These sections include an overview of the importance of clean air, the health problems associated with poor air quality, a history of air pollution, and how we as a community can improve the quality of air we breathe.

The new resources have been sent to all schools in Medway.

Taxi and Private Hire project

Further analysis has been carried by the Energy Savings Trust on the taxi and private hire engagement exercise which included separating out data for Medway and Gravesham areas. The final report has been shared with the Air Quality Steering Group, and officers leading on the Electric Vehicle (EV) Infrastructure Strategy to inform their future work.

Kent & Medway Air Quality Monitoring Network

Following a procurement exercise (led by Tunbridge Wells Borough Council), a contractor has been appointed to run the monitoring network for a period of three years (from April 2021) with an option for two one-year extensions.

The new contract includes the provision of a brand-new public facing website (KentAir) which will be critically important to ongoing work the team carry out on awareness raising of air pollution. The new website will contain near real time information on current air pollution levels, continuation of the free air pollution forecast service, a range of tools, reports, additional information and a refreshed and rebranded educational tool kit (Care for Air). The new website will be going live on 1 April 2022.

The website redesign is being led by a member of the Environment Protection team on behalf of all the partner authorities.

Council Plan Outcome: Medway on the map

Programme: Medway: a great place to live, work, learn and visit

Council Plan Projects

Cultural programme

The development of the cultural strategy and the Compact will include engagement with the cultural sector and residents across the Medway and set the framework by which we can work together to grow and thrive. The Compact will directly oversee the development of Medway's new cultural strategy. An appropriate widely owned Compact business plan and cultural strategy will articulate Medway's cultural attributes, competence and ambition, and in doing so, elevate stakeholder confidence to champion a bid to become the UK City of Culture in 2025.

Support the development of Medway's UK City of Culture 2025 bid

The council are committed to the vision of Medway City of Culture (CoC) 2025. There are regular meetings with the Bid Director to share local knowledge, information, and to establish contacts, and introduce key groups such as the Medway Arts Forum, the Diversity Arts Network, and Medway Cultural Diversity Forum.

The council have completed the following actions:

- Provided knowledge, performance and partnership information to the bid team.
- Exploited its wide range of internal and external contacts and are using these networks to raise the profile of this bid.
- Acted as an advocate for the CoC bid and connected it wherever possible to other projects, programmes and areas of work such as Theatre 31 and Light Nights.
- The CoC is referenced regularly in submitted funding applications and all new partnership projects are encouraged to back the bid by displaying the logo on their publicity and communications.
- The summer events programme and Castle Concert's will be branded CoC and support this innovative partnership development.

- Facilitated a council wide ideas workshop to build the energy and support of all teams.
- Developed innovative packages of support for the creative community including professional rehearsal packages, business support and potential Additional Restrictions Grant (ARG) schemes.
- The Head of Service for Libraries and Culture, and the Culture Development Manager regularly meet with the Bid Director and sit as observers on the Board of Trustees.

Supporting Medway Cultural Partnership to produce a new cultural strategy

Creative Medway Compact is at the core of Medway's new cultural strategy and responsible for driving the strategic ambition, the overall delivery and being a strong advocate for Medway's culture. It is made up of the Champions from the five Working Groups and key partners from interconnected sectors: education; business; voluntary; health and wellbeing; and, local authority.

The Creative Medway Compact inaugural meeting was held on 22 April 2021 and from this the series of Working Group meetings were held across June and July leading to the next Compact meeting on 15 July. Action plans are being formed by each Working Group and these will be ready by autumn 2021. A large public Open Space meeting is being planned for October 2021 that will launch the action plans.

The Culture Team finalised and submitted an Arts Council England application to support the Compact in its first year, paying for the time of non-salaried freelancers and representatives of small organisations, and providing resource to enhance public engagement with the new strategy.

Successful outdoor events programme

Due to Covid19 the normal spring and summer annual festivals and events programme has been cancelled for 2021.

Rochester Castle Concerts are being delivered by AGMP for the first time. The concerts were due to take place in July but due to the lifting of pandemic restrictions being delayed by the government the concerts have been rescheduled to take place on 16, 17 and 18 September. Plans have been approved by the Medway Outdoor Events Safety Advisory Group. Discussion is underway to confirm dates for 2022.

Funding has been agreed and plans are well on their way to support a series of partnership events celebrating our heritage and communities. These events are:

- **Draw Hope** – 22 May to 13 June, Chatham Waterfront in partnership with Estuary Festival 21.
- **Festival at the Fort** – 14 and 15 August, Fort Amherst in partnership with Mid-Kent College, Glassbox Theatre and Fort Amherst Trust.
- **Electric Medway** – 21 to 31 August, Live and online across Medway in partnership with Sparked Echo and supported by Arts Council England.

- **Medway Festival of Literature** – 21 to 28 August, Across Medway in partnership with Medway Libraries.
- **Medway Pride** – 21 August, Rochester Riverside; Doust Way, Rochester in partnership with Medway Pride Community Interest Company (CIC) and supported by Countryside and Hyde Housing.
- **Gillingham POW!** – 28 August to 31 October, Gillingham High Street in partnership with Medway artists Wendy Dawes and Mark Barnes.
- **Welcome to Cloisterham** – 30 August, Rochester Castle Gardens in partnership with Wordsmithery.
- **Festival of Chatham Reach** – 18 and 19 September, The River Medway and Sun Pier House in partnership with Sun Pier House and Tiller and Wheel.
- **Medway Pavilion – TOGETHER** – 24 September to 10 October, Chatham Riverside in partnership with Lucid Creates and co-commissioned with Culture Liverpool.
- **Medway Fun Palace** – 2 October, Chatham Town Centre in partnership with Nucleus Arts.

All relevant events are being supported by the Events team and plans being reviewed by the Safety Advisory Group (SAG) to ensure they are meeting current government Covid19 guidelines.

Medway brand recognition

The Medway Rapture Gaming and Creative Festival was held on 3 and 4 July at the Dockyard. The event was an amazing success, attracting 3,000 visitors to the festival.

This event was a 'taster' event considering the pandemic and current restrictions, with a larger full scoped event being planned for 2022.

Fragers Limited, the Gaming company, delivered a safe event and worked with several local partners and organisations across Medway to put on this amazing offer in Medway.

Cultural Consortium for Heritage Creative Quarter (Heritage Action Zone)

A new cultural consortium has been established and a Facilitator has been appointed.

The Culture team continues to support the Cultural Consortium by connecting them wherever possible with other projects and partners locally where working together might be mutually beneficial. Partnerships negotiated include Medway Open Studios, Medway Print Festival, Ebb & Flow Festival, Medway Pride, Heritage Open Day events, and The Festival of Chatham Reach. Negotiations are underway for a partnership large-scale commission with Theatre31 on the *High Streets Heritage Action Zone's* (HSHAZ) footprint.

Cultural pilot bid and Cultural Programme bid (Heritage Action Zone)

Support continues for the delivery of an £80,000 Historic England funded cultural engagement programme which will be led by the High Streets Heritage Action Zone (HSHAZ) Cultural Consortium and delivered in partnership with other projects and organisations locally up until end of 2022.

Six micro-commissions were delivered this quarter as a result of an initial £10,000 pilot project funded by Historic England. These included a local history research project about St Bart's, a printing and archive project for Holocaust Memorial Day and LGBTQIA+ History Month, an interactive poetry trail, window installations, the launch of a radio station and an environmental project resulting in artworks made of plastics collected from the river.

Plans have been made this quarter for the Medway African and Caribbean Association to develop a short play about an imagined conversation between Charles Dickens and William Cuffay. Both of whom saw the 150th anniversary of their death in 2020, and lived in and frequented Medway. Live performances will be available to enjoy as part of Heritage Open Days in September, both in the Old High Street Intra (HSHAZ) and Chatham Historic Dockyard where a commemorative plaque has been installed for William, and his father Chatham, Cuffay. In addition, a cultural open day is being planned with the synagogue for Heritage Open Days.

Work with partners to bring forward the Docking Station project

In early 2019 the University of Kent was awarded £4.3m (total project cost £6.7m) on behalf of a consortium of public sector and cultural organisations, working together to support the delivery of the Thames Estuary Production Corridor (TEPC). They include the South East Local Enterprise Partnership, Kent and Essex County Councils, the Greater London Authority, 11 local authority areas and Opportunity South Essex, South East Creative Economy Network (SECEN), University of Kent, University of Essex, Locate in Kent and cultural organisations Metal, and Cement Fields.

The ambition is simple: to transform 60 miles of the Thames Estuary across Essex and Kent unlocking its potential as an international production hub and a collaborative, inspirational space for a new generation of creative talent.

The project is broken down into a series of features detailed below:

1. **Estuary 2021** – 22 May – 13 June 2021. This large-scale arts festival is curated in response to the spectacular Thames Estuary and the lives, landscapes and histories found there. Taking place over 23 days, the mix of large scale and intimate visual art, literature, music, and film celebrates culture, creativity, recovery and renewal. Alongside an online discussion and events programme, the physical programme will explore and respond to powerful themes resonant to the Estuary, from the climate, to rebellion and imperial legacy.

Re-framed in light of Covid19, the festival invites visitors to take an epic walk along the stunning coastline of South Essex and North Kent encountering contemporary artworks and performance within the estuary landscape, historic sites and coastal towns.

- Draw Hope by Bob and Roberta Smith outside Chatham Community Hub.
- No Ordinary Protest by Mikhail Karikis at St Mary's Church in Higham.
- In the Mouth of the River: Water, Empire & Rebellion by Hafsah Aneela Bashir, Leo Boix, Dzifa Benson, Kayo Chingonyi, Sasha Dugdale, Mimi Khalvati, Yomi Sode at St James' Church, Cooling.
- Our Time – Rochester by Martin Coates at The Guildhall Museum, Rochester.
- Grain by Phil Coy at the Historic Dockyard.
- Escaping with Magwitch by Carol Donaldson and Stephen Turner at Riverside Country Park.
- The Water Replies by Selina Nwulu and Caroline Bird in Chatham and Rochester Libraries.

The launch was covered by BBC South East and ITV Meridian.

2. **Creative Estuary Co-commissions** – Support to develop the commissioning and producing capacity of cultural organisation across the estuary, from small scale grassroots commissions for emerging artists to large scale commissions. Round one of commissioning included Ebb & Flow Festival delivered by Intra Arts and Sun Pier House celebrating Intra and the Heritage High Street Action Zone.
3. **Estuary Place Promotion** – To develop a distinctive and consistent cultural identity for Creative Estuary. The Place Manager at Medway Council is a member of the Place Branding Steering Group ensuring that Medway's voice and needs are well represented.
4. **Creative Asset Development** – Learning from international best practice such as Artscape, Toronto and Isle de Nantes we will develop a strategic model to identify and pool local authority assets to provide space for cultural production. This includes undertaking feasibility studies for a new creative digital hub, The Docking Station, a partnership project between Medway Council, Chatham Historic Dockyard and the University of Kent.
5. **Cultural Co-location** – Demonstrate new practice in the role that arts and culture can play in planning and placemaking. Two Cultural Co-Location Pilots are planned in Ebbsfleet and Purfleet.
6. **RE: Generation 2031** – Develop a collective solution to challenges of delivering sector-led training and apprenticeships supporting a new generation of cultural leaders for the Estuary. RE: Generation 2031 are a partner in Medway's new Young Producers programme.
7. **Ideas Labs and Leaders** – Through a series of innovation labs led by the University of Kent and University of Essex we will bring together entrepreneurs, technologists, academics, students and leading professionals from sectors such as health/social care/ageing addressing contemporary estuary issues.

Child Friendly City

We have begun our journey to become a Child-Friendly City. As a starting place we are consulting young people to better understand the wants and needs, aims and goals of the project.

As a first step we launched a survey in April to ask young people about their likes, dislikes, worries, fears, and ideas on how to make Medway a child-friendly city. The survey was a huge success with over 3,500 responses from young people. We have started to see some emerging themes, and as a next step in our consultation we are now running focus groups to better understand why these are core themes.

We also participated in the Rapture Gaming Festival, and as part of our display we had post boxes designed by home school students and young people from local nurseries, schools, youth centres, libraries, and various youth groups such as Scouts, Girl Guides, Nucleus Art Clubs, and Club AUsome. These are now on display at the Pentagon Shopping Centre, Chatham.

At the event we also ran a two-part consultation with young people on safety (for Kent Police – to support a safer streets funding bid) and postcard feedback asking young people how to make Medway more Child-Friendly. We had very positive feedback about this engagement piece and received hundreds of responses from young people. A golden thread that is coming out of all the work we are doing is young people like being consulted about Child-Friendly and where they live. They also want to be involved.

The Child-Friendly vision and action plan will be launching in 2022, following working groups with young people in the autumn to determine key priorities.

We have developed Child-Friendly City pillars/workstreams that support young people to have an equal chance to participate, thrive and reach their potential. We have identified the following pillars: Climate Change; Environment and Green Spaces; Health and Wellbeing; Safety; Support and Social Services; Youth Participation; Community Spaces; Events; The United Nations (UN) Right of the Child; Education, Employment and Training opportunities. These pillars are built into the Child-Friendly Road Show presentation as a workstream pillar for supporting young people in Medway. By identifying these pillars early, we have been able to help various internal and external partners to see how they fit in as part of the delivery and responsibility to support this initiative.

Q2 – Next Steps:

- The 'Seeing is Believing' initiative launched in July with Free Drop-In Football in six parks across Medway, and running between 17 July and 4 September for ages 4-16 years old.
- Launching the City Hall initiative. Our goal with this project is to create a community of young people, and platforms for young people to have a voice and be involved in supporting the direction and delivery of the project.

- Over the autumn this is a critical planning time for Child Friendly Medway to determine the vision and action plan to launch the brand in 2022.

Successful delivery of Theatre31

A £1m Arts Council funded youth theatre and performance project is running across Medway and Sheppey until autumn 2022.

Planned delivery has continued to be affected by Covid19 but where possible has transferred to online/digital, often with surprising ease and success. This has included viewing professional theatre productions online, and also workshops, tutorials, masterclasses and youth panel meetings. This has also included Tropical Tours – a drama project delivered by Zoom to primary schools, enabling the children to learn new drama skills in their bubbles and helping them and their teachers to film footage which is then edited into a short digital play by Icon Theatre and sent back to the school. So far eight schools and more than 500 children have taken part.

This quarter has been spent planning the first live, in-person activities in over a year. This will commence with open-air Drama Taster Days and Play in a Day projects in local parks over the summer holidays. School assembly visits and theatre shows in playgrounds have also been offered this quarter. It is hoped that these outreach efforts will introduce more young people to Theatre31 and encourage them to sign up for the Theatre Bases (weekly youth theatre clubs) when they start up again in September.

Following an open-call, two digital projects were commissioned. Sparked Echo are delivering Medway Megaliths – an episodic theatre Zoom project – and Paper Balloon are delivering a music video project with primary schools creating original sea shanties. Both are currently underway.

The Young Artists Collective and Theatre31 has joined forces with the City of Culture Bid Team to merge their young people's consultation groups. 21 new young people have signed up for this.

Icon Theatre have made good progress in developing links with the Light Nights event, High Streets Heritage Action Zone (HSHAZ) Cultural Consortium, Electric Medway, and the Prison Service, building elements of Theatre31 delivery into partnership with these other projects.

We have fallen behind schedule for funding drawdowns from Arts Council England (ACE). ACE have therefore agreed to us drawing down a large lump sum of multiple instalments at once to bring us back on schedule.

After reviewing it is now not considered possible to deliver everything on the delivery plan by the original end date (end June 2022). As a result of the knock-on effect and delays due to Covid19, it is necessary to continue some elements of delivery to October 2022. This will involve three members of Theatre31 staff team working for an additional four months. There is sufficient contingency within the budget to cover the cost of this.

Despite the challenges of Covid19, the project is performing well and has surpassed some of the key performance indicators (KPIs) for the total two-year project in year one alone.

Dissemination of Medway 2035 and implementation of the Regeneration Delivery Plan

Medway 2035 continues to form a strong strategy base for funding applications and has been drawn upon in all of Medway's recently submitted Levelling-Up Fund and Community Renewal Fund submissions. Its revision – to reflect significant changes since its adoption in December 2018 (Housing Infrastructure Fund (HIF) award, climate change emergency declaration, City of Culture bid, Brexit, Covid19, child-friendly city commitment, and so on) – will commence in Q3.

Drive the success of the Medway Champions programme signing up new champions, encouraging use of the place branding and support for Medway PR initiatives

Our Medway Champions are our ambassadors from across all areas and sectors in Medway; they help to promote Medway as a great place to live, work, learn and visit by sharing our Medway Story (the Place Branding narrative) with new and existing contacts.

The Medway champions scheme has used social media in order to raise their profile and attract additional members to the group. 12 new members were attracted with this campaign increasing champion numbers to 212.

The council have worked in partnership on a regional campaign to promote the Additional Restrictions Grant (ARG) grants and Medway for Business wider services to our business landscape. The campaign went live on 16 June.

The champions met over Zoom in May with an audience of 58. This is the largest audience since launch in November 2018.

Guest speakers were:

- Healthy Medway – Public Health.
- Medway Local Plan - Medway Council Planning team.
- Climate Change - Medway Council Climate Change team.

The Champions meeting on 15 July was the last one before restrictions lifted from 19 July. It included presentations on Child Friendly Medway and an update about Medway's bid for City Status. Around 60 people attended the Zoom meeting. The next meeting in September is likely to take a hybrid approach.

The September meeting will be a "hybrid" event at the Fire Station Brasserie for a later afternoon/early evening with canapes and drinks to celebrate the past year. The event will also be streamed online if some of our champions prefer to still not meet in public.

Partners Meetings:

- Dragon Co-working – May.

- Cene Magazine- June.
- City Fest – July.

Social media platforms are all performing with increased engagement and followers considering that the growth is totally organic. The increase ranges from 6% on Instagram to 26% on Facebook.

Attendance at virtual events to promote Medway and our Place project:

- The South East Creative Economy Network (SECEN) meeting.
- Kent Invicta Chamber of Commerce networking event.
- The Federation of Small Businesses (FSB) networking event.
- Rochester Riverside Community Board.

The council has employed a fundraiser for six months to help with its funding needs for Place and City of Culture.

The ambassadors have been actively involved with the City of Culture bid, were interviewed on BBC Radio Kent, and involved in the launch on the river boat as well as attended the Bidding Cities Conference in Coventry on 1 and 2 July. They are an integral part of the bid team being the Co-chair of the MarkComm group.

Recruit stakeholder support for Medway on the Map

Due to government restrictions in place as part of Covid19 and communications priority being focused still on our Covid19 response and recovery, our work to recruit stakeholder support has had to take a lower priority this quarter. However, we have been supporting our colleagues working on the City of Culture bid as this is one of the highest priorities for Medway at the time being and we promoted the launch heavily through our communications channels. We played an active part in the promotion of the Estuary Festival which attracted national coverage as well as the Rainbow Effect.

We have led the recruitment of two excellent Public Relations (PR) companies who will support us in our communications for the Housing Infrastructure Fund (HIF) and City of Culture bid over the coming year.

We have also been keeping stakeholders up-to-date on developments in Medway through email communications and newsletters.

With more projects taking shape over the summer and into the autumn including HIF, Innovation Park Medway (IPM), City Status bid etc. we will undoubtedly be ramping up this work over the next few months.

Programme: Put Medway on the map as a smart and sustainable waterfront University City for the 21st century and an attractive place to live, work, learn and visit

Successful transition of the existing Cultural Partnership to a Cultural Compact

Creative Medway is a bold vision that speaks to Medway's broadest aspirations to put culture centre stage. This ten-year Medway-wide community partnership strategy is a shared ambition, built on extensive engagement, demonstrating how important culture is to Medway's future.

This pioneering partnership model establishes a new cultural strategy and Compact that in the short-term shapes opinions and behaviours and in the long-term positively transforms Medway.

For Medway Council this partnership embeds culture within our priorities, developing a consistent cross-council approach. It provides a collaborative framework that secures Medway's cultural and creative landscape for present and future generations.

The governance and delivery model for the strategy is called 'Creative Medway'. This independent partnership is made of three components: Compact; Working Groups; and Congress. They are all open to everyone to participate in at a level and to a degree which suits them best.

Creative Medway Compact is at the core, responsible for driving the strategic ambition, the overall delivery and being a strong advocate for Medway's culture. It is made up of the Champions from the five Working Groups and key partners from the interconnected sectors that are education, business, voluntary, health and wellbeing and local authority.

The Creative Medway Compact inaugural meeting was held on 22 April 2021 and from this the series of Working Group meetings were held this June and July leading to the next Compact meeting on 15 July. Action plans are being formed by each Working Group and these will be ready by autumn 2021. A large public Open Space meeting is being planned for October 2021 that will launch the action plans.

This quarter the Culture team has reached out to ensure each Theme Group is able to access support from us when they need this. The Culture team has attended the inaugural Compact meeting and the first of the Theme Group meetings.

The Culture team finalised and submitted an Arts Council application to support the Compact in its first year, paying for the time of non-salaried freelancers and representatives of small organisations, and providing some resources to begin public engagement with the new strategy.

Review events and festivals offer to support the Cultural Strategy

Due to the pandemic and the cancellation of the 2020/21 events programme it was felt a full review was not appropriate at this time. The team have developed an alternative Covid19 secure programme for 2021/22 and with learning for this new approach a costed options paper will be presented to Directorate Management Team (DMT) in September.

Programme: Medway a Smart City

An outline Smart City strategy has been developed to lay the foundations for Medway to become a leading Smart City.

The Strategy is built upon the following strands:

Smart People

- Data: Build trust and transparency.
- Public Service Innovation.
- Open Data.
- Digital Inclusion and Skills.
- Co-working.
- Smart Healthcare.

Smart Place

- Connected Streetlights.
- Intelligent City Platform & Internet of Things (IoT) Sensor Network.
- Living Labs.
- Smart Buildings.
- Smart Tourism: Embracing smart technology to enhance Medway's UK City of Culture Bid 2025.

Smart Growth

- Clean Growth.
- Digital Connectivity.
- Transport Innovation.
- Artificial Intelligence (AI) enabled Transport Management.
- Smart Parking & Kerbside Management.
- MaaS: Mobility as a Service.
- Digital Twin.

The emerging Smart City Strategy is in development but will be subject to internal and external stakeholder consultation. As part of the consultation process, a final draft is due to be presented to Transformation Board in September 2021.

Prosecutions and Sanctions

FPNs ISSUED	2019/20					2020/21					2021/22				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLYTIPPING	1	5	8	5	19	3	10	4	8	25	10				10
FAILURE TO PRODUCE DOCUMENTS								3		3	32				32
SCRAP METAL															
LITTER	19	12	6	1	38	5	8	4	6	23	13				13
TRADE WASTE		4	1	1	6										
FLY POSTING															
SMOKE FREE	2				2										
BREACH OF A COMMUNITY PROTECTION NOTICE	1	2	3	1	7		3	1	2	6	1				1
UNLICENSED WASTE CARRIER		1			1			1		1					
HOUSEHOLDER DUTY OF CARE						3	4		2	9	3				3
COMMERCIAL DUTY OF CARE							3		1	4					
TOTAL	23	24	18	8	73	11	28	13	19	71	59				59

District Enforcement

DISTRICT ENFORCEMENT ISSUED FPNS	Q3 19/20	Q4 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22
LITTER	1,386	899	157	2,236	2,054	1,624	1,532
DOG FOULING	11	9		1		1	3
DOGS ON LEAD	1	1		1			1
TOTAL	1,398	909	157	2,238	2,054	1,625	1,536

Breakdown of Prosecutions

Due to the timeliness of reporting, there can be an increase or decrease in the number of prosecutions previously reported in Pentana.

PROSECUTIONS	2019/20					2020/21					2021/22				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLY TIPPING		2		1	3		1		1	2	2				2
DUTY OF CARE FOR WASTE	1			1	2				1	1	2				2
LITTER	1				1						1				1
FAILURE TO COMPLY WITH S108 NOTICE	4	1		5	10				2	2	1				1
UNTIDY LAND		1			1						1				1
VEHICLE SALES/REPAIR															
FAILURE TO COMPLY WITH CPN		1	1		2										
UNREGISTERED WASTE/SCRAP	1	1	1	2	5				7	7					
SMOKE FREE			1		1										
TOTAL	7	6	3	9	25		1		11	12	7				7

REPORTED IN PENTANA			2		24					9					
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Enforcement Actions due to Covid19

Quarter	Actions	Key Legislation
Q4 2020/21	<ul style="list-style-type: none"> • Issued 11 Formal prohibition notices. • Voluntarily closed 74 non-compliant premises. • Engaged and visited 5,779 commercial premises. • Issued three Internet take down notices for prohibited businesses. • Issued two fixed penalty notices. 	<p>The Health Protection (Coronavirus, Collection of Contact Details etc. and Related Requirements) Regulations 2020,</p> <p>The Health Protection (Coronavirus, Restrictions (All Tiers) (England)) Regulations 2020 &</p> <p>The Health Protection (Coronavirus, Restrictions (Steps) (England)) Regulations 2021</p>
Q1 2021/22	<ul style="list-style-type: none"> • Issued zero Formal prohibition notices. • Voluntarily closed 15 non-compliant premises. • Engaged and visited 3,412 commercial premises. • Issued zero Internet take down notices for prohibited businesses. 	<p>The Health Protection (Coronavirus, Restrictions (All Tiers) (England)) Regulations 2020 &</p> <p>The Health Protection (Coronavirus, Restrictions (Steps) (England)) Regulations 2021</p>

The Trading Standards team have been responsible for the various iterations of the Coronavirus restrictions legislation. This legislation has dynamically changed over the period of the pandemic to reflect the government's strategy. This makes quarter-on-quarter comparison of this data very difficult.

This legislation is a key mechanism in the government's virus control strategy.

A dichotomy in enforcement roles was immediately established with Kent Police, with the Trading Standards team taking the lead in the application of the Regulations to the 'businesses' and Kent Police addressing individuals.

The end of quarter 1 of 2021/22 effectively sees the suspension the government's prescriptive regulations with traders being encouraged to adopt non-statutory guidance to ensure Covid19 safety. This in turn led to the Trading Standards team withdrawing from its rolling programme of inspections. This action is reflected nationally in the suspension of reporting weekly data to the Office for Product Safety and Standards (OPSS). It should therefore be noted that if this obligation to supply this data continues future quarters may well see no substantive activity.

Council Priority: GROWTH

Maximising regeneration and economic growth

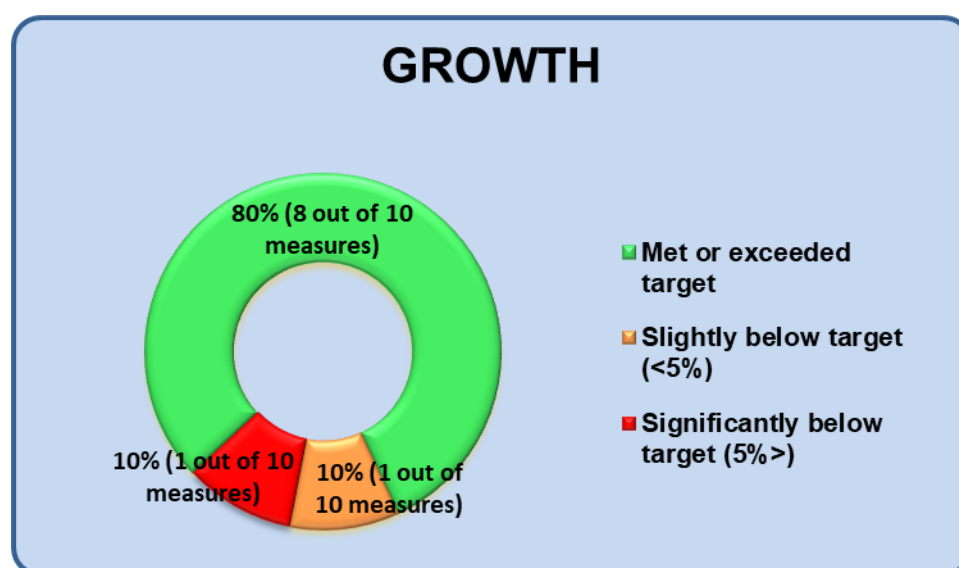
Performance: Quarter 1 2021/22

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
IMP	Improved	DET	Worsened	STATIC	Static
Data	No target	NA	Not available	Not available	Not available
Short Trend	Since last qtr	Long Trend	Avg over last 4 qtrs	Avg over last 4 qtrs	Avg over last 4 qtrs

Council Plan measures: summary performance

There are 11 Council Plan measures for this priority. We are reporting on 10 this quarter as data is not available for 1 measure.



Improved performance

- 50% (5 out of 10*) improved over the short term (since last quarter)
 - 70% (7 out of 10*) improved long term (average of previous 4 quarters)
- *where data available

Measures in target (green)

Code	Status	Measure	Short Trend	Long Trend
ECD13	Green	% of square footage let at Innovation Centre Medway (ICM)	DET	IMP
ECD20	Green	% of square footage let in council owned business units	IMP	IMP
MAE 3	Green	Medway Adult Education Achievement rate (pass rate) (Q3 2020/21)	STATIC	IMP
NI 156	Green	Number of households living in temporary accommodation	IMP	IMP
HC3	Green	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	STATIC	STATIC
HC4	Green	Number of private sector properties improved as a result of the Council's intervention	DET	DET
NI 154	Green	Net additional homes provided (2019/20 annual)	IMP	IMP
NI 167 NEW	Green	Average journey time along 5 routes across Medway (mins per mile) (2020 annual)	IMP	IMP

Measures slightly below target (amber)

Code	Status	Measure	Short Trend	Long Trend
MAE 2	Amber	Medway Adult Education % retention rate (Q3 2020/21)	IMP	IMP

Measures significantly below target (red)

Code	Status	Measure	Short Trend	Long Trend
NI 117(16-17)	Red	The percentage of 16–17 year olds who are not in education, employment or training (NEET)	STATIC	DET

Measures not available this quarter

Code	Status	Measure	Short Trend	Long Trend
GVAPJ M	NA	GVA per job (2019/20 annual)	NA	NA

Strategic Risks

The quarter 1 2021/22 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 4).

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L – Likelihood I – Impact
SR17	52	Delivering regeneration	Director of Place, Deputy Chief Executive	BII	L – high I – major
SR35	57	Homelessness	Assistant Director Culture and Community	CIII	L – significant I – moderate

Council Plan Outcome: A strong diversified community

Programme: Business investment

Council Plan Measures

ECD13 % of square footage let at Innovation Centre Medway (ICM)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	90.00%	100.00%	Green	Maximise	DET	IMP
Q4 2020/21	90.00%	100.00%	Green	Maximise	IMP	IMP

Comments

The Innovation Centre Medway (ICM) occupancy performance measures continue to perform well.

This quarter has seen two tenants take an extra office. Two tenants swapped offices with each other. Three new tenants joined the ICM, and 5 tenants left.

ECD20 % of square footage let in council owned business units

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	90%	92.55%	Green	Maximise	IMP	IMP
Q4 2020/21	90%	91.06%	Green	Maximise	DET	DET

Comments

The four sites continue to perform well despite Covid19.

Hopewell is 82% let with 18 out of 22 units let, whilst Pier Road is 86% let with 25 out of 29 units let.

The Innovation Centre Medway (ICM) is 100% occupied with three new tenants, five leaving and two swapping offices with each other over the quarter.

The ICM is 87% let with 13 of 15 offices let. One unit became vacant at the end of June with a new tenant occupying in July, and the other office shall have a tenant occupying in August. 14 of the 17 containers are let with two more being occupied in July and August.

GVAPJ M GVA per job - Medway

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20	NA	NA	NA	Maximise	NA	NA
2018/19	Data	£52,333.00	Data	Maximise	IMP	IMP

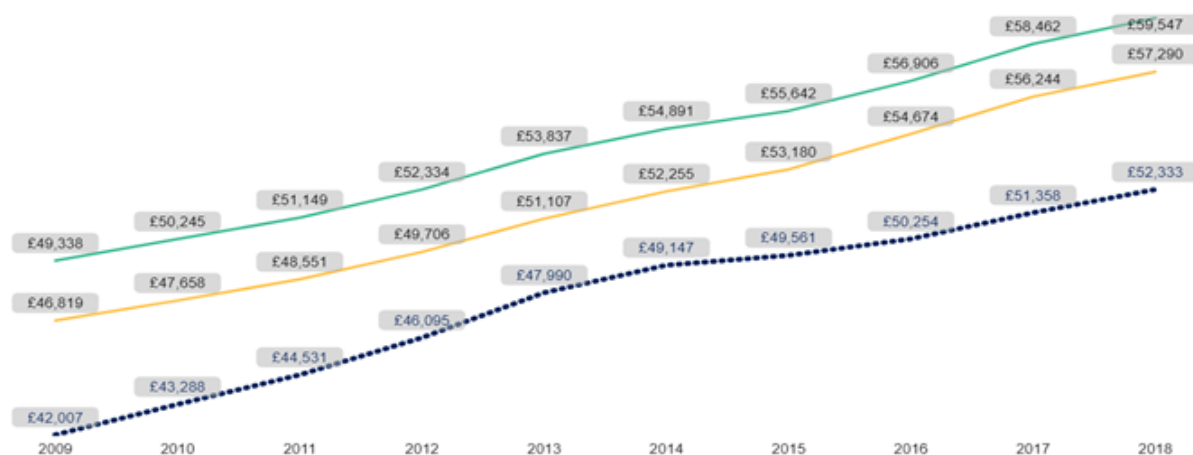
Comments

This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. Gross Value Added (GVA) data is only available up to 2018/19 from the ONS. 2019 data is still not available as of July 2021.

Given the volatility with the raw data and because the smoothed data is weighted, year-on-year comparisons should not be made. GVA per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

Benchmarking

● England ● Medway ● South East



Medway GVA per job is currently 8.7% lower than England; a 1.6 percentage point improvement from 2009 where Medway was 10.3% lower. From 2014 to 2018, Medway's GVA per job has increased by 6.5%, which is below England (9.6%) and the South East (8.5%). From 2009, Medway's GVA per job has increased by 24.6%, ahead of England (22.4%) and the South East (20.6%).

Council Plan Projects

Ensure Medway's regeneration agenda delivers economic growth, increasing high-value businesses and high-quality employment, and creating jobs and inward investment.

During Q1 the council continued to administer the Additional Restrictions Grant (ARG) to assist small businesses affected by all local and national lockdown restrictions since 5 November 2020. The assessment, delivery and monitoring of the ARG scheme throughout Q1 has resulted in the delivery of 462 grant awards to local businesses, for a total value of £2,362,177.21.

Continue to encourage and help facilitate the growth of businesses in Medway

Since Q1 2020/21 the Kent Invicta Chamber of Commerce introduced a business Advice Line, which was supported by Medway and other Kent Local Authorities.

Since the advice line's inception, a total of 8,785 advice line support calls have been received from Medway Businesses. Predominately advice line calls were related to Covid19, seeking general assistance with accessing available Government support and grants.

Development of Innovation Park Medway

Innovation Park Medway (IPM) is a significant redevelopment opportunity and has a vital role to play in Medway's economic future. A masterplan has been adopted (subject to Highways England's response) to set the context for the development of up to 101,000sqm of high quality, innovative B1 and B2 commercial development in the high value technology, engineering, manufacturing and knowledge intensive industries.

Part of the North Kent Enterprise Zone, Enterprise Zone status runs until March 2022 and offers incentives such as business rates discounts to occupants. Medway Council has secured significant funding via the government's Local Growth Fund (LGF) and Growing Places Fund (GPF).

Contractors for both the Northern and Southern sites have been procured. Detailed design of the infrastructure works has been completed and the final designs are with the contractors to finalise. The Local Development Order conditions are currently being addressed for both sites and are on programme for discharge. Southern site infrastructure works will be complete by December 2021. The Northern site infrastructure works will be complete by late summer 2022.

Council Plan Outcome: Resident with jobs and skills

Programme: Jobs, Skill and Employability

Council Plan Measures

NI 117(16-17) The percentage of 16-17 year olds who are not in education, employment or training (NEET)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	2.60%	3.40%	Red	Minimise	STATIC	DET
Q4 2020/21	2.60%	3.40%	Red	Minimise	DET	DET

Comments

Data is for May 2021. The rate of Not In Education, Employment or Training (NEET) 16-and 17-year-olds is 3.4%. This represents 220 young people.

Due to the cyclical nature of this measure comparisons are made to the position 12 months ago rather than from quarter-to-quarter.

In May 2020, 3.3% of 16-and 17-year-olds, 210 individuals, were NEET. Year-on-year there has been a 5% deterioration in the proportion of young people who are NEET. There are currently 10 more 16-and 17-year-olds who are NEET than a year ago.

The rate of NEET must be looked at in conjunction with the number of 16-and 17-year-olds whose activity is not known. Currently this is 2.1% which represents 135 individuals. In May 2020 there were 512 children whose activity was unknown; this equated to 8.2%. As such, compared to last year, this statistic has improved by 74%.

The reduction in the number of Not Knowns will have been one reason for the increase in the number of NEETs. However, to contextualise the data, the combined NEET/Not Known percentage is now 5.5%, compared to 11.5% a year ago.

This improvement means that Medway is now in the fourth quintile of Local Authority (LA) performance, compared to being in the fifth (lowest) quintile in May 2020.

Benchmarking

Nationally the rate of NEET is at 3.0% for May and has remained static compared to last year. It is 2.7% in the South East, having also stayed static compared to the same point last year.

The National rate of Not Knowns is 2.0% and the rate in the South East is 2.8%. Both of these have improved compared to last year when these figures were 2.5% and 3.1%, respectively.

Nationally the combined NEET/Not Known percentage is 5% and in the South East it is 5.5%. As such, Medway is worse than the National, and is the same as the South East's rate. Kent's combined rate is 6.5%. The positive rate of change in Medway is better than the National or South East rate of change.

	Medway May 21	Medway annual rate of change	National May 21	National annual rate of change	SE May 21	SE annual rate of change
%NEET	3.4%	-3%	3.0%	-	2.7%	+4%
% Not Known	2.1%	+74%	2.0%	+25%	2.8%	+10%
Combined	5.5%	+52%	5.0%	+9%	5.5%	+7%

Actions

While there remains a lot of work to do in supporting young people who are NEET, the Information, Advice and Guidance (IAG) team have made significant improvements in reducing the number of young people whose destination is unknown. They are working with the BI (Business Intelligence) and Systems teams to continue these improvements into next year's data. The Be Yourself Project, which is funded by the Department for Work and Pensions (DWP) is enabling us to provide additional support for young people around employability, education and accessing training. The current programming comes to an end in October and we are currently working on developing an extension of the project to continue for a further year.

LRCC4a	Number of jobs created and safeguarded (cumulative)					
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Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	35	98	Green	Maximise	IMP	IMP
Q4 2020/21	300	95	Red	Maximise	DET	DET

Comments

In Q1, there have been two successful inward investments: Innovo Consulting Limited, and Oscar Engineering Limited. Together, 55 jobs were created, and 36 jobs protected. This was achieved by our contracted inward investment agency, Locate in Kent.

Council Plan Outcome: Delivering new homes to meet the needs of Medway's residents

Programme: Delivering new homes to meet the needs of Medway's residents

Council Plan Measures

NI 154	Net additional homes provided					
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Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20	1000	1130	Green	Maximise	IMP	IMP
2018/19	1000	647	Red	Maximise	DET	IMP

Comments

Performance for this performance measure is reported annually. The latest data has been published in the council's Authority Monitoring Report in December 2020 and is available on the council's website.

The main findings from the Monitoring Report (December 2020) included the completion of 1,130 dwellings, which is a significant increase compared to 647 dwellings in 2018/19. The government has provided Local Housing Need figures for each local authority. With effect from March 2020, it stands at a target of 1,662 dwellings per annum for the Medway area.

Council Plan Projects

Progress Medway's Local Plan to allocate land for development to 2037

The Local Plan 2019 to 2037 sets out a vision for future development in Medway to ensure that the needs of the area are met by providing homes and supporting infrastructure.

Officers are currently working on completing the evidence base to support the publication of the draft local plan. This includes work on the: Strategic Transport Assessment; Viability Assessment; Infrastructure Delivery Plan; Habitat Regulations Assessment; Sustainability Appraisal; Strategic Flood Risk Assessment; Local Housing Needs Assessment; and, Cumulative Ecological Impact Assessment.

The Housing Test Delivery Plan (HTDP) proposes measures to contribute to increasing the amount and speed of the delivery of new housing and sets out measures to continue housing delivery and understanding factors influencing delivery rates. The third HTDP was reported to Cabinet on 13 July 2021.

Increase the supply of accommodation available to Medway residents

A total of 42 units were delivered in Q1, which is on track for this time in the annual cycle. We anticipate some delivery delays due to the impact of Covid19 and other international trade issues. The Senior Enabling Officer is in regular contact with registered providers regarding affordable housing delivery and monitoring of the utilisation of commuted sums.

Explore opportunities to increase the supply of Council owned housing including opportunities for regenerating existing estates

The Housing Revenue Account (HRA) Development strategy was published last year along with a detailed delivery report.

Phase 4 works are due to start on site this summer to deliver an additional 28 units at sites in Twydall.

A four-year pipeline has been identified and works are underway towards acquiring additional development sites. It is anticipated that we will be delivering a total of circa 120 units over the next four years which is in line with the strategy target.

Explore the opportunities arising from the establishment of Medway Development Company Limited (MDCL)

Medway Development Company (MDC) continues to progress several schemes and explore opportunities that widen the benefits realised by the company, which are outlined below:

Britton Farm

Kent and Medway NHS and Social Care Partnership Trust (KMPT) are now operational within their new premises and the building is now generating rent for the council.

Following the successful grant bid in order to create a new Skills hub facility adjacent to the KMPT occupied premises and also to transform a public realm area, MDC has coordinated these projects which are now both on site. MDC helped compile parts of the bid which has been successful enabling further regeneration investment within Gillingham.

Whiffens Avenue

The proposed development of 115 homes has a modern contemporary design and has been carefully developed to be sympathetic to the character of the surrounding area.

The project is in construction and will enhance the historically significant Fort Amherst by removing vegetation to reveal its historic structures. The scheme will also lead to significant improvements to the adjacent Town Hall Gardens and the Military Road area that lies opposite the Brook Theatre.

Mountbatten House

This scheme has now been approved by the Planning Authority. The project will see the conversion of Mountbatten House which will bring an empty building back into use alongside a new build extension where the former bus station ramps are located.

The project will deliver circa 165 homes as well as enhancements to the former bus station, taxi rank and public realm areas that surround the site. The scheme also has a rooftop restaurant which will be able to enjoy far reaching views across Medway.

Funding has also been approved through the Future High Streets Fund where MDC assisted the council in developing the bid. The funding will be used to complete public realm works to the Paddock area which lies opposite Mountbatten House as well enabling works for the Mountbatten scheme and these projects are currently in their early development phases.

Chatham Waterfront – 170 housing units and with appropriate commercial development

Planning permission has been granted to develop a high-quality, mixed-use development at the Chatham Waterfront site which will act as a driver for further regeneration in the area. The plans include the construction of 182 new homes, new commercial spaces for cafes, restaurants, and offices alongside a new public realm to create a vibrant centre for Chatham. The works continue to progress well on site.

It is important that this scheme connects to the various regeneration initiatives that are progressing throughout Chatham and we have therefore implemented wider design review meetings, with the council, design team members, creative consultants, and stakeholders to drive forward a masterplan approach that is focusing on 'Place Making'

and the connection of areas. These meetings have been very productive and are starting to generate exciting proposals for Chatham.

The Chatham Waterfront scheme will see a significant enhancement to Chatham that will act as a catalyst for future investment in the area.

Rochester Riverside – 1,400 residential units and 1,200 sqm of commercial development

- Phase 1 and 2 properties on schedule for completion by September 2021. 136 Phase 1 properties are occupied and 21 are being built. 106 Phase 2 properties are occupied and 68 are being built. The remaining units in Phases 1 and 2 are planned to be complete by September 2021.
- Phase 3 has been drawn down and the infrastructure works have begun.
- The school started on site in July 2021 and a ground-breaking event took place on 15 July 2021 with completion due in September 2022.
- Phase 4 is coming forward early. This will be an over 55s residential development that has been submitted for planning approval.
- Phase 7 which will now be the fourth phase will be submitted for planning in August/September 2021.

Phase 3 of the commercial element at Rochester Riverside has been drawn down and infrastructure works are underway. There is no commercial development within Phase 3, but a section of Phase 4 is coming sooner than planned. This will be an over 55s residential unit with commercial facilities that will be for the public as well as the development. This scheme was submitted for planning in May 2021.

Strood Waterfront – Strood area regeneration to deliver over 1,000 units at the Civic sites and Strood Riverside

Medway Council have decided not to review any further options for the Strood Waterfront sites until spring 2022. This decision was made following the procurement for a development partner for the Civic Centre site, which was stopped in March 2020 as it was not achieving Medway Council's minimum requirements. These sites will continue to be a priority for development for Medway Council, but in the meantime, they have re-opened the river walk around the Civic Centre site for residents to enjoy.

Council Plan Outcome: Getting around Medway

Programme: Tackle congestion hotspots by transport and public realm improvements

Council Plan measures

NI 167 New Average journey time along 5 routes across Medway (mins per mile)

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	4.00	2.48	Green	Minimise	IMP	IMP
2019/20	4.00	2.99	Green	Minimise	IMP	IMP

Comments

Traffic master data for 2020 was received from the Department for Transport (DfT) in May 2021. The data for the year showed a significant drop in journey times from March 2020 across all NI167 routes on the Medway network, some months showing as low a time as 1.5 minutes per mile. This large reduction in journey times has been attributed to the Covid19 lockdown which saw only essential journeys being undertaken. The majority of workplaces were either closed or implementing a working-from-home policy, whilst schools were also closed for a number of months during the year. It is expected that later in 2021 journey times will return to previous levels with the easing of lockdown and the return to work and school for many residents.

Deliver Phase 2 of the Medway Tunnel Improvement Programme for 2021-22

Medway Council have secured a £4.972m ring-fenced capital grant from the Department for Transport (DfT) Challenge 2B Fund. This award is for essential capital infrastructure works required for the Medway Tunnel as well as funding for highway resurfacing and rebuilding of the retaining wall along Pier Road.

All works need to be completed by the end of financial year 2023/24 and will be delivered through the Highways Infrastructure Contract in programme phases.

The value of the Medway Tunnel Improvement Programme is to:

- Ensure ongoing operational safety of Medway Tunnel through investing into key Tunnel Infrastructure as it reaches end of design life thus mitigating the risk of temporary closure of the tunnel because of infrastructure failure and impacts on network flow. Medway Tunnel is one of two key strategic crossings across the River Medway within the borough boundary.
- Reduce the levels of investment that Medway Council must make into Medway Tunnel through securing successful external investment.

Key workstreams delivered during Q1 include:

- Ventilation Fans – The assessment on the current system and the design fire documents are being finalised before moving onto the performance specification for the new ventilation fans. The aim is to not only replace the fans but also upgrade the detection system which determines how the fans operate.
- Contraflow Gaps – Two of the three contraflow gaps have been filled in. One with a permanent barrier and one with a removable barrier. The final gap will be filled with a permanent barrier in the September closure.
- Sump Gas Sampling System – The outline design has been produced and will be going through the relevant technical reviews.
- Video Management System (VMS) / Supervisory Control And Data Acquisition (SCADA) / closed-circuit television (CCTV) – Following the completion of the preliminary design report, the performance specifications for the new proposed systems are being drafted.
- Pier Road Retaining Wall – The detailed design has been completed (subject to approval around works on the top side of the wall around the garages). The works are currently being priced by the contractor. Monitoring of the wall is ongoing.
- Manhole Upgrade and Replacement – The programme for upgrading all the manholes within the tunnel remit is well underway and progressing well. The new manholes come with a five-year guarantee, but the expected life is much longer than this.
- Pumps and Sumps Refurbishment and Upgrade – Following the current condition information being provided through the Mechanical and Electrical (M&E) Principal Inspection (PI), the performance specification is now being drafted.

Council Plan Projects

Achieve Band 3 status for Highway Asset Management Self- Assessment via DfT

The Department for Transport (DfT) introduced in 2015-16 a Self-Incentive Fund that requires Local Highway Authorities to measure through an annual self-assessment process how Local Highway Authorities manage the Highway Network in respect of:

- Asset Management (Policy & Strategy).
- Resilience.
- Customers.
- Benchmarking & Efficiency.
- Operational Service Delivery.

The Self-Assessment operates on a banding score of 1-3 with Medway currently assessed as a Band 3 Local Highway Authority with Band 3 being the highest banding score that can be achieved.

The value of participating in the DfT Self-Incentive Fund is:

- Maximising levels of DfT funding secured and by being and retaining a Band 3 score Medway Council secures additional funding of £353,000 per annum for carriageway resurfacing.

- Embedding Highway Asset Management principles into service planning and delivery to support strategic investment decisions.

Asset Management deep-dive assessments are completed on a monthly basis to identify the outstanding evidence required in order to maintain an overall Self-Assessment Band 3. Asset Management deliverables achieved within Q1 include:

- Medway's Highway Skid Resistance Policy and associated Management Procedure have been developed and have undergone an internal consultation process. The Skid Policy has been shared with senior management and is in the process of receiving formal adoption, prior to going to external consultation.
- Medway Council and Medway's Highway Infrastructure Contractor, Volker Highways, have achieved certificate of registration towards Collaborative Business Relationship Management System ISO44001, which will develop and improve current contractual working relationships.
- Medway Highways' annual Customer Enquiries Trends Report has been produced, which provides an analysis into customer enquiries directly relating to the Highway service. This enables trends to be identified, which therefore provides scope for improvement across the service.
- Medway Highways has taken part in the Annual Local Authority Road Maintenance (ALARM) survey, which provide an overview of the general condition of the local road network. The results of the ALARM Survey have been shared with Senior Management and the Medway Highways Portfolio Holder.
- The Highway Asset Management Delivery Plan for 2021/22 has been developed and will provide the programme of deliverable Asset Management Functions which need to be achieved throughout the financial year.

Review transport improvements across Medway

During Q1 officers arranged a full year of Local Transport Plan (LTP) officer project group meetings for all officers involved in the delivery of this year's LTP projects to meet monthly to discuss how project delivery is progressing. These meetings have proven to be an excellent tool in assisting with budget management, timescale management, project discussion and sharing lessons learned. In May the next list of schemes, as approved by the Portfolio Holder, were discussed and a new programme of projects for 2021/22 finalised, including those projects from the previous year that will be carried forward. The schemes cover a range of improvements across the Medway network, including congestion improvements, road safety improvements, public transport facility improvements, parking scheme delivery, and public rights of way improvements. The schedule of schemes will be carried forward across the year and reported on accordingly.

Streetworks - Permitting Programme

In 2017, Medway Council introduced a Permit Scheme, under the Traffic Management Act (2004) in order to manage works undertaken on the Highway Network. The main objective of the scheme is to work with works promoters to deliver a safe, efficient, and sustainable Highway Network for everybody, by aiming to minimise disruption to

network users, whilst still allowing essential works and maintenance to be undertaken. It supports wider transport needs, businesses, and economic growth, whilst getting people into work and children to school.

The scheme covers all works undertaken on “highway maintained at public expense” and works promoters must submit a permit for any intended work, which cannot be undertaken unless approved by the Street Works team. It is the Network Officers’ job to coordinate works, to ensure the most effective traffic movement possible, whilst the work is ongoing and the New Roads and Street Works Act Inspectors undertake operational inspections of sites, for safety and compliance.

During Q1:

- 6,161 permit applications were received of which 5,135 (83.35%) were agreed.
- 5,114 permits were closed as works completed.
- 266 Fixed Penalty Notices (FPNs), both real and shadow, were issued.
- The rate of inspection pass was 94.74% (target 75%), with 3,441 inspections undertaken.
- The number of permits incoming is around 50% higher than the same period last year when lockdown was in place. As such the number of inspections is also much higher.